



Essex County Council

## Cabinet

<b>10:15</b>	<b>Tuesday, 21 June 2022</b>	<b>Council Chamber County Hall, Chelmsford, CM1 1QH</b>
--------------	----------------------------------	---

**For information about the meeting please ask for:**

Emma Tombs, Democratic Services Manager

**Telephone:** 033303 22709

**Email:** democratic.services@essex.gov.uk

### **Essex County Council and Committees Information**

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972.

Members of the public will be able to view and listen to any items on the agenda unless the Committee has resolved to exclude the press and public from the meeting as a result of the likely disclosure of exempt information as defined by Schedule 12A to the Local Government Act 1972.

#### **ECC Guest Wifi**

For members of the public, you can now access free wifi in County Hall.

- Please log in to 'ECC Guest'
- Follow the instructions on your web browser

#### **Attendance at meetings**

Most meetings are held at County Hall, Chelmsford, CM1 1LX. A map and directions to County Hall can be found on our website.

#### **Access to the meeting and reasonable adjustments**

County Hall is accessible via ramped access to the building for people with physical disabilities. The Council Chamber is accessible by lift located on the first and second floors of County Hall.

Induction loop facilities are available in most Meeting Rooms. Specialist headsets are available from Reception.

#### **Accessing Documents**

If you have a need for documents in, large print, Braille, on disk or in alternative languages and easy read please contact the Democratic Services Officer before the

meeting takes place. For further information about how you can access this meeting, contact the Democratic Services Officer.

The agenda is also available on the Essex County Council website, [www.essex.gov.uk](http://www.essex.gov.uk). From the Home Page, click on 'Running the council', then on 'How decisions are made', then 'council meetings calendar'. Finally, select the relevant committee from the calendar of meetings.

### **Livestreaming of meetings**

In the interests of improving access to the Council's meetings, most meetings will be livestreamed on the [ECC Democracy - YouTube Channel](#). Recordings of the meetings once they have finished are also available on the Channel.

Should you wish to record the meeting, please contact the officer shown on the agenda front page.

## **Pages**

\*

### **Meeting Arrangements**

In accordance with paragraph 14.7 of the Council's Constitution, the Leader has agreed that all members may take part in the meeting and vote if they are present via Zoom. The link to the Zoom meeting has been sent to members separately. Members of the public may watch on YouTube and there will of course be the normal public access to the meeting room in County Hall, from which any member of the public may observe the meeting and make representations.

<b>1</b>	<b>Membership, apologies, substitutions and declarations of interest</b>	<b>6 - 6</b>
<b>2</b>	<b>Minutes: 24 May 2022</b>	<b>7 - 14</b>

### **3 Questions from the public**

A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. No statement or question shall be longer than three minutes and speakers will be timed.

On arrival, and before the start of the meeting, please register with the Democratic Services Officer.

- |          |   |                  |
|----------|---|------------------|
| <b>4</b> | <b>Option Agreement in relation to land on the west side of Love Lane, Aveley (FP/365/04/22)</b>                          | <b>15 - 22</b>   |
|          | The Equality Comprehensive Impact Assessment (ECIA) is available <a href="#">online</a> (please scroll to bottom of page) |                  |
| <b>5</b> | <b>Essex Green Infrastructure Standards (FP/366/04/22)</b>  | <b>23 - 239</b>  |
|          | The Equality Comprehensive Impact Assessment (ECIA) is available <a href="#">online</a> (please scroll to bottom of page) |                  |
| <b>6</b> | <b>Publication of Compulsory Purchase Orders for Land required for the A120-A133 Link Road Scheme (FP/354/03/22)</b>      | <b>240 - 248</b> |
|          | The Equality Comprehensive Impact Assessment (ECIA) is available <a href="#">online</a> (please scroll to bottom of page) |                  |
| <b>7</b> | <b>2021/22 Provisional Outturn Report (FP/014/03/22)</b>  | <b>249 - 290</b> |
| <b>8</b> | <b>Adoption of the ECC Procurement Strategy 2022/23 to 2024/25 (FP/350/03/22)</b>   | <b>291 - 314</b> |
|          | The Equality Comprehensive Impact Assessment (ECIA) is available <a href="#">online</a> (please scroll to bottom of page) |                  |
| <b>9</b> | <b>Framework for External Fostering Placements (FP/308/02/22)</b>   | <b>315 - 324</b> |
|          | The Equality Comprehensive Impact Assessment (ECIA) is available <a href="#">online</a> (please scroll to bottom of page) |                  |

- 10      Health and Care Act 2022 - Implementation of Integrated Care Partnerships in Essex, Hertfordshire and South and West Suffolk (FP/399/05/22)      325 - 376**

The Equality Comprehensive Impact Assessment (ECIA) is available [online](#) (please scroll to bottom of page)

- 11      Establishment of a new 420-place primary school and co-located 56 place Early Years and Childcare provision at the Limebrook Way housing development, Maldon (FP/323/03/22)      377 - 386**

The Equality Comprehensive Impact Assessment (ECIA) is available [online](#) (please scroll to bottom of page)

- 12      Establishment of a new 420-place Primary School and co-located 56 place Early Years and Childcare provision at the Dry Street housing development, Basildon (FP/347/03/22)      387 - 396**

The Equality Comprehensive Impact Assessment (ECIA) is available [online](#) (please scroll to bottom of page)

- 13      Decisions taken by or in consultation with Cabinet Members (FP/410/05)      397 - 399**

- 14      Date of next meeting**

To note that the next meeting of the Cabinet will take place at 10.15am on Tuesday 19 July 2022 at County Hall, Chelmsford, CM1 1QH

- 15      Urgent Business**

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

### **Exempt Items**

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the



press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

**That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.**

**16 Confidential Appendix: Option Agreement in relation to land on the west side of Love Lane, Aveley (FP/365/04/22)**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

**17 Confidential Appendix: Establishment of a new 420-place Primary School and co-located 56 place Early Years and Childcare provision at the Limebrook Way housing development, Maldon (FP/323/03/22)**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

**18 Confidential Appendix: Establishment of a new 420-place Primary School and co-located 56 place Early Years and Childcare provision at the Dry Street housing development, Basildon (FP/347/03/22)**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

**19 Urgent Exempt Business**

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

**Committee:** Cabinet

**Enquiries to:** Emma Tombs, Democratic Services Manager  
[Emma.tombs@essex.gov.uk](mailto:Emma.tombs@essex.gov.uk)

**Membership, Apologies, Substitutions and Declarations of Interest**

**Recommendations:**

To note:

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

**Membership**  
(Quorum: 3)

**Portfolio**

Councillor K Bentley	Leader of the Council (Chairman)
Councillor L McKinlay	Deputy Leader and Community, Equality, Partnerships and Performance (Vice-Chairman)
Councillor T Ball	Education Excellence, Life Long Learning and Employability
Councillor M Buckley	Waste Reduction and Recycling
Councillor G Butland	Devolution, the Arts, Heritage and Culture
Councillor B Egan	Children's Services and Early Years
Councillor L Scott	Highways Maintenance and Sustainable Transport
Councillor J Spence	Adult Social Care and Health
Councillor L Wagland	Economic Renewal, Infrastructure and Planning
Councillor C Whitbread	Finance, Resources and Corporate Affairs

## Minutes of a meeting of the Cabinet that took place in the Council Chamber at County Hall on Tuesday 24 May 2022

### Present:

Councillor	Cabinet Member Responsibility
Councillor L McKinlay	Deputy Leader and Cabinet Member for Community, Equality, Partnerships and Performance
Councillor T Ball	Education Excellence, Life-Long Learning and Employability
Councillor M Buckley	Waste Reduction and Recycling
Councillor B Egan	Children's Services and Early Years
Councillor L Wagland	Economic Renewal, Infrastructure and Planning
Councillor C Whitbread	Finance, Resources and Corporate Affairs

Councillors M Mackrory, C Pond, M Platt, T Cunningham, B Massey, M Durham, P Schwier were also present. Councillor A McGurran attended remotely, via Zoom.

### 1. Membership, Apologies, Substitutions and Declarations of Interest.

The report of Membership, Apologies and Declarations was received and the following were noted:

1. There had been no changes of membership since the last report.
2. There were apologies for absence from Councillor Bentley, Leader of the Council, Councillor Spence, Cabinet Member for Adult Social Care and Health, Councillor Scott, Cabinet Member for Highways Maintenance and Sustainable Transport, Cllr Butland, Devolution the Arts, Heritage and Culture, Cllr Henderson, Leader of the Labour group (for whom Councillor McGurran substituted) and Councillor King.
3. Councillor Whitbread declared a disclosable pecuniary interest in respect of agenda item no. 4 (Land for Development at Epping Forest) as the Leader of Epping Forest District Council who may therefore be a party to later discussions on this matter. Councillor Whitbread left the room for the duration of the debate, and for consideration of the associated confidential appendix.

### 2. Minutes of Previous Meeting

The Minutes of the meeting held on 19 April 2022 were approved as a true record and were signed by the Chairman.

### 3. Questions from the public

Councillor Playle, via Zoom, asked a question of the Cabinet Member for Waste Reduction and Recycling in respect of agenda item no. 9 (Residual Waste Services Procurement).

#### **4. Land for Development in Epping Forest (FP/330/03/22)**

The Cabinet received a report containing matters related to land for development in Epping Forest for their consideration and approval.

The Cabinet Member for Economic Renewal, Infrastructure and Planning responded to a question from Councillor Pond in relation to whether it would have been possible to retain the shell of the original building to prevent the discharge of co2. The Cabinet Member also agreed to provide a written response to Councillor Mackrory in relation to the use of long term leases and the likely duration of such.

#### **Resolved:**

1. Agreed the transfer of freehold ownership of the land shown edged red on the Plan appended to the report ('the Site') from the Council to Essex Housing Development LLP for the price shown in the Confidential Appendix.
2. Agreed to provide Essex Housing Development LLP with a development loan for the value shown in the Confidential Appendix as part of a development loan facility made by Essex County Council to Essex Housing Development LLP.
3. Agreed that Essex Housing Development LLP will develop 9 specialist units for adults with learning disabilities and one carer's apartment.
4. Agreed to delegate authority to the Cabinet Member for Economic Renewal, Infrastructure and Planning for the purchase of the carer's apartment from Essex Housing Development LLP when the specialist units are completed.
5. Agreed that the market price of the land payable by Essex Housing Development LLP shall be reduced by £157,564 to reflect subsidy for the provision of the nine specialist units for adults with learning disabilities.
6. Agreed to reimburse Essex Housing Development LLP up to £470,000 representing the costs it has incurred on site remediation and demolition before the date of this report.
7. Agreed that the Section 151 Officer may amend the period of the loan agreement and the repayment amounts and dates.
8. Agreed to the drawdown of £121,833 from the working capital fund (for marketing and professional fees that cannot be capitalised) as set out in the confidential appendix.

9. Agreed, in its role as a member of Essex Housing Development LLP, that:

9.1 Essex Housing Development LLP enters into an agreement with Essex County Council to take out a development loan for the value shown in the Confidential Appendix.

9.2 Essex Housing Development LLP enters into a design and build contract for the building of 26 units on the Site.

9.3 Essex Housing Development LLP is authorised to establish a management company for the management of communal areas of the Site and dispose of its interest in the Company to the buyers of the units.

**5. Approval of Equality Objectives 2022-25 and Equality Policy Statement (FP/370/04/22)**

The Cabinet received a report containing matters related to the Equality Objectives 2022-25 and Equality Policy Statement for their consideration and approval.

The Deputy Leader and Cabinet Member for Community, Equality, Partnerships and Performance responded to questions from Councillors Mackrory and Buckley in relation to the measurability of the objectives and how future consultations could be made more proactive to encourage a higher response.

**Resolved:**

1. Agreed the draft Equality Objectives as at Appendix 1 of the report.
2. Agreed the Equality Policy Statement as at Appendix 3 of the report.

**6. Adoption of the Corporate Parenting Strategy for Essex (2022 – 2027) (FP/272/01/21)**

The Cabinet received a report containing matters related to the adoption of the Corporate Parenting Strategy for Essex (2022 – 2027) for their consideration and approval.

The Cabinet Member for Children's Services and Early Years responded to questions from Councillor McGurran in relation to how the life chances for those young people in care and leaving care could be improved, steps to mitigate the shortage of social housing, and the commitment received from the Leaders of Basildon Borough and Tendring District Councils to support the Strategy. The Cabinet Member also agreed to provide a written response to Councillor Mackrory in relation to the number of children and young people in residential and foster placements outside of the county.

**Resolved:**

Agreed to adopt the Corporate Parenting Strategy 2022-27 “Our Co-Parenting Strategy” as set out at Appendix 1 of the report.

**7. Reconstruction of the Fairview Pupil Referral Unit Basildon (FP/328/03/22)**

Cabinet received a report containing matters related to the reconstruction of the Fairview Pupil Referral Unit Basildon for their consideration and approval.

The Cabinet Member for Education Excellence, Life-Long Learning and Employability responded to questions from Councillors Mackrory, Pond and McGurran in relation to exclusion rates, the need to maintain existing buildings, ensuring that the type of qualifications offered were suitable and the number of places at the unit. The Cabinet Member also agreed to provide a written response to Councillor Mackrory in relation to the use of gas fired boilers within the unit.

**Resolved:**

1. Agreed that the Council will support the demolition and construction of an establishment of a new pupil referral unit with a capacity of up to 100 places on current site which will be managed by the Children’s Support Service (CSS).
2. Agreed to the procurement of the associated building works for Fairview through a two-stage design and build mini competition using the Essex Construction Framework Agreement.
3. Agreed that the Director of Capital Delivery and infrastructure is authorised to award the contract to the successful bidder when he is content that the following conditions have all been met:
  - a. All pre-construction planning conditions associated with planning permission CC-BAS-102-21 have been discharged
  - b. The construction costs are within the agreed budget and represent value for money.
4. Approved the capital budget for construction and associated project fees as per the profile stated in the Confidential Appendix.

**8. New Provider Framework for Residential Care for Adults with Complex Learning Disabilities and/or Autism (FP/340/03/22)**

Cabinet received a report containing matters related to the new Provider Framework for Residential Care for adults with complex learning disabilities and/or Autism for their consideration and approval.

On behalf of the Cabinet Member for Adult Social Care and Health, the Deputy Leader and Cabinet Member for Community, Equality, Partnerships

and Performance agreed that a written response would be provided to Councillor Mackrory regarding the impact of the framework on the need to use out of county placements.

**Resolved:**

1. Agreed to procure a four-year multi-supplier Complex Residential Care Framework (with an option to extend by up to two years) for providers of residential care services for adults with complex learning disabilities and/or autism using a single stage open process compliant with the light-touch regime.
2. Agreed that the Framework will have an expected expenditure of up to £112.4m over the four-year initial period for all complex residential placements of which £15.8m relates to new placements, based on forecast spend at current activity levels. This figure does not include any uplifts in future years as these will be considered on a discretionary basis in line with the existing approach taken across the market
3. Agreed that the procurement will use an evaluation model based on 30% price and 70% quality, where 10% of the quality score will relate to social value.
4. Agreed that the Executive Director for Adult Social Care is authorised to agree the detailed evaluation model for the procurement.
5. Agreed that the Cabinet Member for Adult Social Care and Health is authorised to award the contracts to the successful providers, following completion of the procurement.
6. Agreed that the Framework can be re-opened to enable new providers to bid for inclusion on the Framework up to three times a year to increase the availability of good-quality residential services for adults within Essex.
7. Agreed that the Director of Commissioning, Adult Social Care is authorised to agree to the re-opening of the Framework where this is proposed without any changes.
8. Agreed that the Director of Commissioning, Adult Social Care is authorised to permit new homes from providers already on the Framework to be added at any time during the Framework, provided such homes meet the Council's requirements for complex residential care set out in the original tender documents.
9. Agreed that the Director of Commissioning, Adult Social Care is authorised to approve the award of call-off contracts following completion of a mini-competition, subject to the on-going annual reviews and approval of the spend for such contracts.

**9. Residual Waste Services Procurement (FP/377/04/22)**

Cabinet received a report containing matters related to the residual waste services procurement for their consideration and approval.

The Cabinet Member for Waste Reduction and Recycling responded to questions from Councillors Mackrory, Schwier and McGurran in relation to increasing recycling rates and possible linkages with the Rivenhall facility, the options for cross party working in developing the Waste Strategy, the benefits to businesses from carbon offsetting, and the need for a review of the former MBT facility in Basildon.

**Resolved:**

1. Agreed to procure contract(s) for the treatment and disposal of Essex's residual waste at an estimated first contract year value of £45m and an estimated total value of £340m over the initial seven-year contract term.
2. Agreed that the contract(s) will commence no earlier than 1 October 2023 and no later than 1 April 2024, with an initial term of seven years expiring on 31 March 2031, with an option to extend in any number of periods not exceeding a total of a further seven years.
3. Agreed to use the Competitive Procedure with Negotiation and agree that the following award criteria is applied: 55% price: 45% quality, of which 5% of the quality score will assess social value.
4. Agreed that the services will be procured in three lots accommodating a total of 350,000 tonnes capacity per annum. The total required capacity will be divided into three tonnage lots of 200,000, 100,000 and 50,000 tonnes per annum, each with a guaranteed minimum tonnage ("GMT") of up to 80% of their respective lot size.
5. Agreed that the lots and associated contracts contain provision for the award of additional tonnage of up to 20% of the total tonnage.
6. Agreed that the Cabinet Member for Waste Reduction and Recycling, in consultation with the Cabinet Member for Finance, Resources and Corporate Affairs, is authorised to award the contract(s) to the successful bidder(s) following completion of the procurement process, subject to the outcome being within budget.

**10. Procurement of an Integrated Sexual Health Service (FP/356/03/22)**

Cabinet received a report containing matters related to the procurement of an integrated sexual health service for their consideration and approval.

**Resolved:**



1. Agreed to launch a competitive procurement using the open procedure to procure a provider to deliver an Essex-wide sexual health service at a maximum total value of £65.3m over the 7 year contract period, profiled as set out in the confidential appendix. The estimated cost in year 1 is £8.8m
2. Agreed that the contract length will be 7 years with an option to extend for three years.
3. Agreed that the following award criteria is applied in the procurement: 30% price: 70% quality (of which 10% of the quality score will assess social value)
4. Agreed that the Cabinet Member for Health and Adult Social Care is authorised to award the contract to the winning bidder following completion of the procurement process.

**11. Decisions taken by or in consultation with Cabinet Members (FP368/04/22)**

The report was noted.

**12. Date of the next meeting**

The next meeting of the Cabinet would take place on Tuesday 21 June 2022, at County Hall, Chelmsford, CM1 1QH.

**13. Dates of Future Meetings:**

It was noted that meetings of the Cabinet would take place on the following dates in 2023:

17 January, 21 February, 21 March, 18 April 23 May, 20 June, 18 July, 12 September, 17 October, 14 November, 12 or 19 December (tbc, depending on the date of Full Council).

**14. Urgent Business**

There was no urgent business.

**15. Confidential Appendix: Land for Development in Epping Forest (FP330/03/22)**

The confidential appendix to report FP/330/03/22, to which minute 4, above, refers was agreed.

**16. Confidential Appendix: Reconstruction of Fairview Pupil Referral Unit Basildon (FP/328/03/22)**

The confidential appendix to report FP/328/03/22, to which minute 7, above, refers was agreed.

**17. Confidential Appendix: Procurement of an Integrated Sexual Health Service (FP356/03/22)**

The confidential appendix to report FP/356/03/22, to which minute 10, above, refers was agreed.

**18. Urgent exempt business**

There was no urgent exempt business.

There being no further business, the meeting closed at 11.35am.

**To Forward Plan reference number: FP/365/04/22**

<b>Report title:</b> Option Agreement in relation to land on the west side of Love Lane, Aveley	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Lesley Wagland, OBE, Cabinet Member for Economic Renewal, Infrastructure and Planning	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Andrew Stirling, Head of Property: <a href="mailto:andrew.stirling@essex.gov.uk">andrew.stirling@essex.gov.uk</a> / Alistair Carter, Property Manager: <a href="mailto:alistair.carter@essex.gov.uk">alistair.carter@essex.gov.uk</a>	
<b>County Divisions affected:</b> None – this relates to a transaction which is outside the county of Essex	

**Confidential Appendix**

This report has a confidential appendix which is not for publication as it includes exempt information falling within paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

**1. Everyone's Essex**

- 1.1 Everyone's Essex clearly states the Council's ambition to deliver better outcomes for Essex residents including infrastructure which supports local economies to grow and thrive and residents to access work, school and leisure opportunities and have healthy places to live and grow.
- 1.2 Supporting local communities includes interventions that we can make to encourage growth in our county by using our own assets to create added value and the optimum conditions for development and growth. This decision proposes that we maximise the potential for income from land which ECC owns to create a capital receipt for reinvestment into services we deliver to residents.
- 1.3 The proposed grant of an option over land at Love Lane, Aveley supports the Strong Inclusive and Sustainable Economy and High-Quality Environment outcomes from Everyone's Essex by allowing the local community to grow in a sustainable way where infrastructure supports healthy communities and the local economy.
- 1.4 In the event that the option is exercised, the future sale of the land with the benefit of planning permission will provide a capital receipt for the Council to reinvest into the Capital Programme funding projects which will continue to deliver improved outcomes for the residents of Essex.
- 1.5 The future development of this land will reflect national and local policies including, for example, the commitments that ECC has made in response to the

Essex Climate Action Commission, developing assets across Essex in a way which supports our ambitions to be carbon neutral by 2030.

## **2 Recommendations**

- 2.1 Agree that the Option agreement for the disposal of the Land may be entered into in a form agreed by the Head of Property after taking advice from the Council's property advisor and Council's solicitors.

## **3 Background and Proposal**

- 3.1 The site, on the west side of Love Lane, Aveley (the "ECC Land"), is approximately 12.5 acres as shown on the plan appended to this report. It is located off Love Lane Aveley to the south-west of the County and to the west of the M25. The site was last used for agricultural purposes under an Agricultural Tenancy to W J Knight Farms Ltd but was surrendered in September 2019 and remains unoccupied.
- 3.2 There is no direct main road frontage to the ECC Land and access is assumed via a right of way across an unmade track off Love Lane. The land is currently designated as metropolitan green belt. The ECC Land, together with adjacent land holdings, is currently being promoted by a promoter on behalf of Aveley Properties (West Thurrock) Limited and Martin Scott Properties as part of a larger land release programme.
- 3.3 The wider promotion comprises land in excess of 100 acres and is being promoted as the Aveley Garden Quarter, being predominantly residential but with social and community uses within the wider scheme. Aveley Properties (West Thurrock) Limited ("the Buyer") owns the land immediately to the North of the ECC Land, whilst the owner of land to the south has, we understand, already entered into a contractual agreement with the Buyer to secure an option on their land. The Buyer and the promoter are actively promoting the site via the Local Plan review process which is currently out for consultation and due for delivery in 2024.
- 3.4 The ECC Land in isolation has limited access and a very restricted site frontage to either main or secondary roads. In real terms, the ECC Land is not developable in isolation and will require third party land to facilitate access.
- 3.5 The ECC Land was originally purchased by the Council pursuant to a Compulsory Purchase Order confirmed on 27 February 1963. In order to comply with the Crichel Down Rules, the original owner who sold the ECC Land to the Council has been located and a letter was provided by the original owner's successor waiving any rights to re-acquire the land.
- 3.6 It is proposed that the Council enters into an Option Agreement with the Buyer. The Option Agreement will enable the Buyer to acquire the ECC Land once a

satisfactory planning permission for redevelopment has been obtained by the Buyer in relation to the ECC Land and the larger site.

- 3.7 The Buyer will be required to use reasonable endeavours to obtain the full inclusion of the ECC Land in any application for residential development purposes, to obtain a viable planning permission, enter into any relevant s106 agreement and any other necessary agreements required by the local planning authority. All promotion, design and planning costs will be met by the Buyer.
- 3.8 The term of the Option is 5 years is extendable for a further 5 years on the terms set out in the Confidential Appendix. There is an overall longstop of 10 years after which time the Option Agreement will expire.
- 3.9 The Option Agreement gives the Buyer the ability to exercise its option to acquire the whole of the ECC Land or to transfer the benefit and burden of the Option Agreement to another party subject to such party entering into a novation agreement with ECC.
- 3.10 The details of the Purchase Price and method of calculating any additional payment due to ECC are set out in the Confidential Appendix.

## **4 Links to our Strategic Ambitions**

4.1 This report links to the following aims in the Essex Vision

- Enjoy life into old age
- Strengthen communities through participation
- Develop our County sustainably
- Share prosperity with everyone

4.2 Approving the recommendations in this report will have the following impact on the Council's ambition to be net carbon neutral by 2030:

The creation of an environmentally friendly and sustainable development providing to the wellbeing and enjoyment of all users.

4.3 This report links to the following strategic priorities in the emerging Organisational Strategy 'Everyone's Essex':

- A strong, inclusive and sustainable economy
- A high quality environment
- Health wellbeing and independence for all ages
- A good place for children and families to grow

## **5 Options**

### **5.1 Option 1 – Enter into the Option Agreement**

This option is the proposal set out in this report.

There are no viable alternative service uses that ECC has identified for the ECC Land.

Leaving the ECC Land vacant creates a management and maintenance liability to ECC, with a potential risk of fly tipping, unlawful trespass or contamination by a third party although it should be noted that this risk will need to be managed until the proposed option is exercised.

The current right of way across an unmade track and the lack of services and vehicular access means that there is no other viable long-term use for the land. The proposed consideration for the sale is reflective of a site with the benefit of the necessary planning permissions and will result in a capital receipt for ECC.

This is the recommended option.

## **5.2 Option 2 – let the ECC Land for agricultural purposes**

This option is to let the ECC Land for agricultural purposes and generate a small annual income.

Farming a relatively small parcel of land in isolation is not commercially viable particularly given the access restrictions for the ECC Land which will make it difficult to bring machinery on to the site. This option would likely result in a small annual income for ECC in perpetuity which would not be as attractive to ECC as a one off substantial capital receipt.

This option is not recommended.

## **5.3 Option 3 – Bring the ECC Land back into use for ECC purposes**

There is no identified ECC service that is currently considered appropriate to operate from Love Lane, Aveley.

Holding the land indefinitely until such time as an ECC service might be identified is not without the risk of incursion and does not represent value for money.

Leaving the ECC Land vacant creates a management and possible maintenance liability to ECC, with a potential risk of fly tipping, unlawful trespass or contamination by a third party although this risk will need to be managed for a period of time with the proposed option.

This option is not recommended.

## **5.4 Option 4 – Commercial Development**

This has been considered but would be problematic without the benefit of adjoining land/infrastructure which is likely to make a commercial development unviable.

Negotiations would have to be entered into with the adjacent developer to share access rights, utilities and infrastructure which would incur ECC in additional cost without the guarantee of success. It is also considered that there is no certainty that adjacent developers would be agreeable to providing such rights.

This option is not recommended.

## **5.5 Option 5 – Openly market the ECC Land**

This option involves openly marketing the ECC Land for any purpose, seeking unconditional offers.

The ECC Land has already been declared surplus within the ECC service demands and due to its remote location, other redevelopment carries highly speculative potential to be non-profitable.

This option is not recommended.

## **6 Issues for consideration**

### **6.1 Financial implications**

6.1.1 The proposed option agreement would allow time for the Buyer and its promoter to continue to promote the site and offers the best opportunity for ECC to maximise the value of the ECC Land. Restrictions on access will limit future opportunities and promotion unless as part of a wider land release and planning submission. Joint promotion will provide the best and earliest opportunity to maximise ECC value, although the exact time frame for any eventual sale is relatively uncertain.

6.1.2 The details of the purchased price and method of calculating any additional payment due to ECC are set out in the Confidential Appendix. All promotion, design and planning costs would be borne by the purchaser.

6.1.3 Proceeds from the future sale of the site would be used to contribute towards the funding of ECC's Capital Programme.

### **6.2 Legal implications**

6.2.1 The Council has a duty to achieve best value when disposing of assets under s123 of the Local Government Act 1972. The Council will need to ensure that the grant of any option delivers best value for the Council.

6.2.2 ECC will be prevented from dealing with the ECC Land during the Option period and there is no guarantee that the Option will be exercised.

6.2.3 The statutory restrictions in relation to disposal of land acquired by compulsory purchase powers have been complied with. The land was originally purchased

by the Council pursuant to a Compulsory Purchase Order confirmed on 27th February 1963. In order to comply with the Crichel Down Rules, the original owner who sold the ECC Land to the Council was located and a letter was provided by the original owner's successor waiving any rights to acquire the land pursuant to the Crichel Down Rules.

- 6.2.4 There will be a title restriction agreed between the parties and entered against the registered title to the ECC Land in favour of the Buyer and preventing disposals unless approved by the Buyer.

## **7 Equality and Diversity Considerations**

- 7.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 7.3 The Equalities Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **8 List of Appendices**

- 8.1 Equality Impact Assessment
- 8.2 Plan of site at Love Lane, Aveley
- 8.3 Confidential Appendix

## **9 List of Background papers**

None



**County Terrier Key**

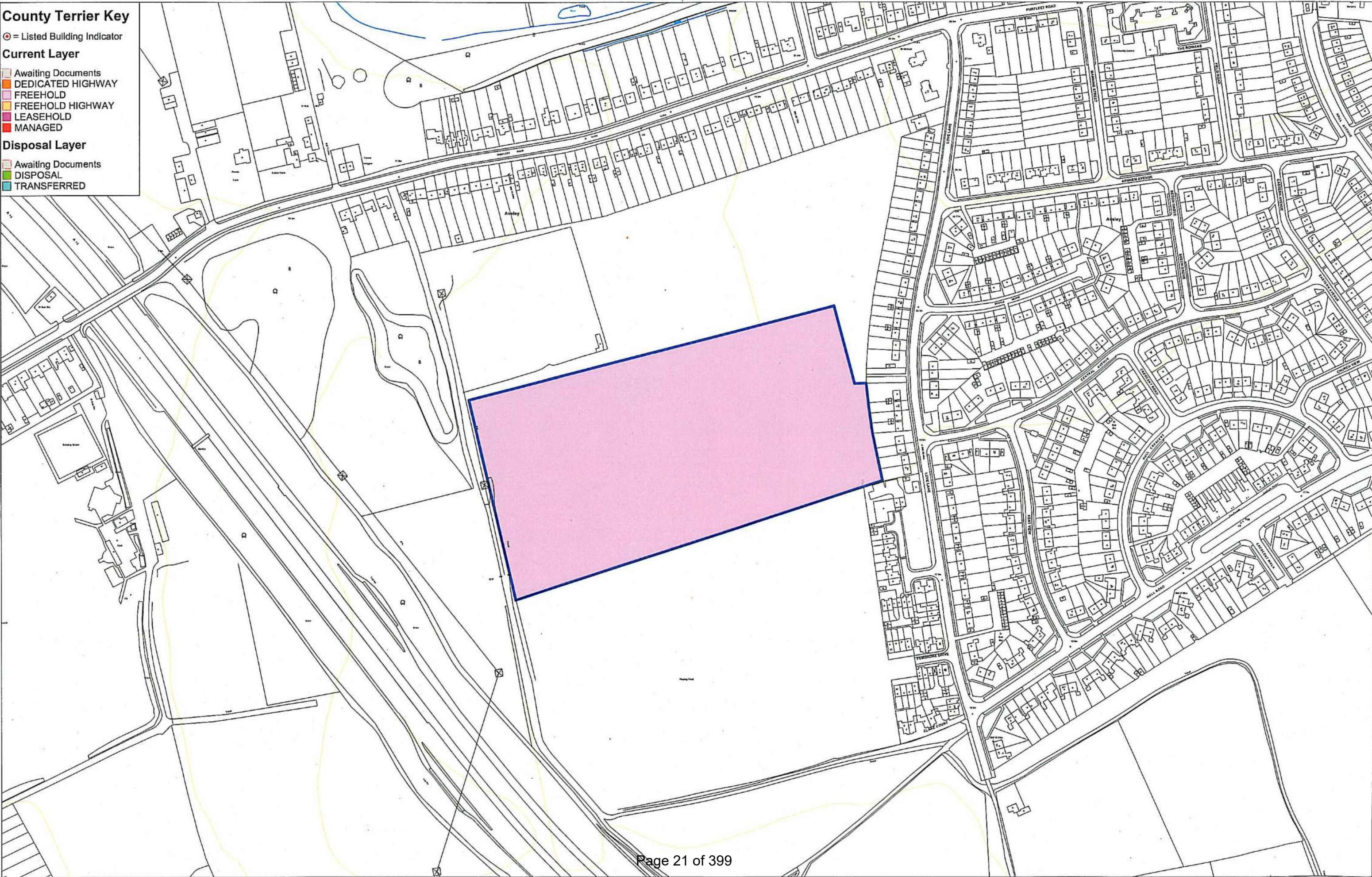
○ = Listed Building Indicator

**Current Layer**

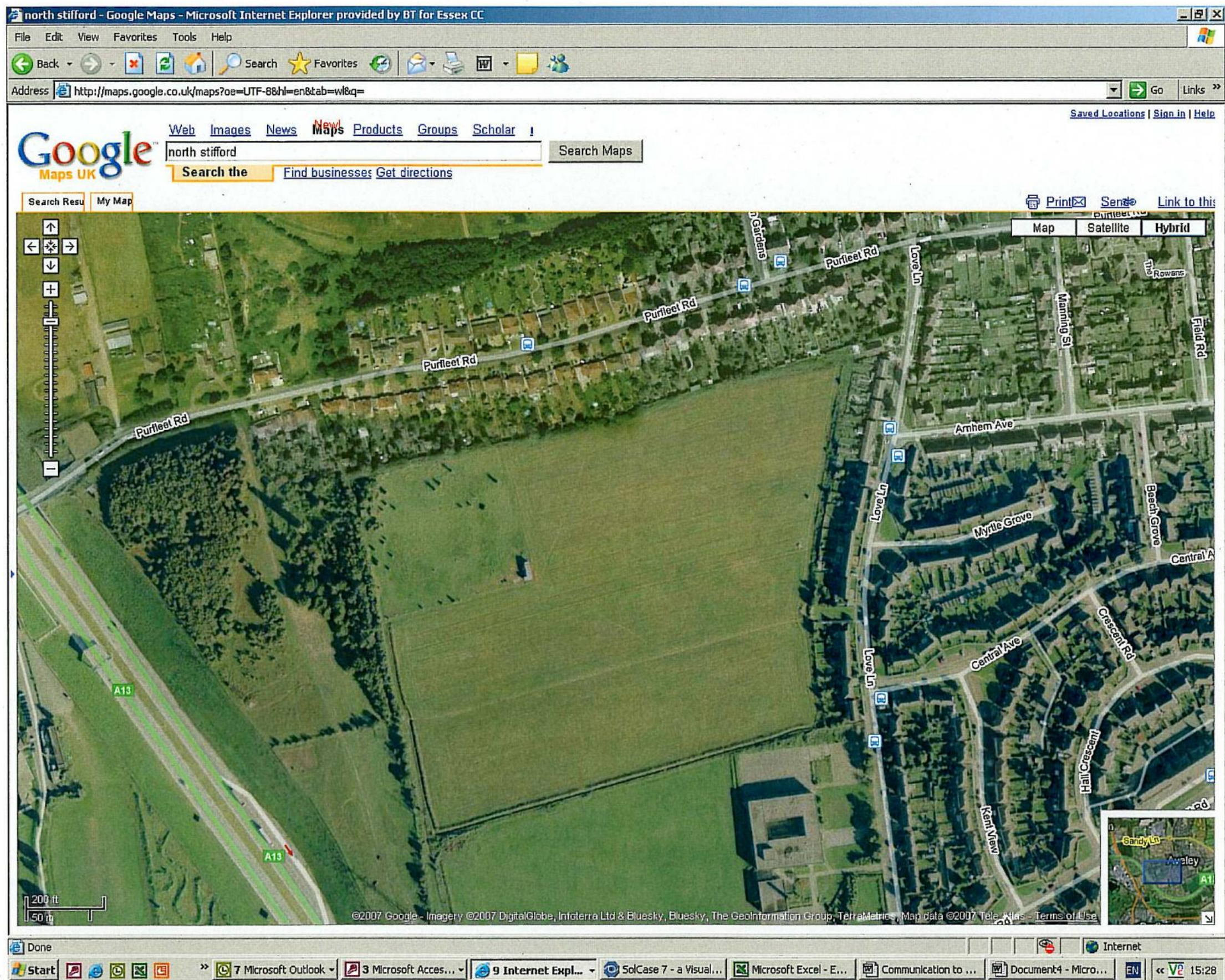
- Awaiting Documents
- DEDICATED HIGHWAY
- FREEHOLD
- FREEHOLD HIGHWAY
- LEASEHOLD
- MANAGED

**Disposal Layer**

- Awaiting Documents
- DISPOSAL
- TRANSFERRED









**Forward Plan reference number: FP/366/04/22**

<b>Report title:</b> Essex Green Infrastructure Standards	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Lesley Wagland - Cabinet Member for Economic Renewal, Infrastructure and Planning	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Samantha Kennedy, Director Environment and Climate Action email Samantha.kennedy@essex.gov.uk or Jayne Rogers, Environment Officer, jayne.rogers@essex.gov.uk	
<b>County Divisions affected:</b> All Essex	

**1. Everyone's Essex**

- 1.1 Everyone's Essex sets out four strategic aims and twenty commitments. Within the strategic aim of economy, it includes a commitment to deliver and maintain high quality infrastructure to improve opportunities for people living in Essex, including investing in green growth. While the strategic aim for high-quality environment, includes a commitment to green communities and enabling local action to reduce greenhouse gas and build climate resilience. Everyone's Essex also makes a commitment to levelling up the environment, promoting health, care and wellbeing for our residents and becoming net zero by reducing Essex County Council's carbon footprint by enhancing our county's green infrastructure (GI).
- 1.2 Contributing to achieving these commitments, this paper seeks the approval of the Cabinet to adopt the Essex Green Infrastructure Standards following stakeholder consultation in June 2021 and stakeholder engagement workshops in 2020 and 2022, in order to guide the future protection, enhancement, management and expansion of GI within new developments and future decision-making in Greater Essex.
- 1.3 The Essex Green Infrastructure Standards and supporting guidance will help improve health and wellbeing of the local community by encouraging active travel and improving accessibility to natural green spaces across the county. This can also make Essex a more attractive place to live, helping Essex to improve the economic prosperity of the county. Access to natural and semi natural green spaces can aid the development of younger people and children to help them fulfil their potential. There will also be significant environmental benefits from the implementation of these standards; particularly in regard to mandatory biodiversity net gain alongside habitat connectivity and creation. Multifunctional GI will also help tackle climate change through carbon capture, especially through additional tree planting as part of new developments.

## **2 Recommendations**

- 2.1 Agree the proposed Essex Green Infrastructure Standards in the form appended to this report and formally request that local planning authorities consider this when formulating their planning policies.

## **3 Background and Proposal**

- 3.1 GI can be defined as our diverse network of spaces that include our natural assets, wildlife habitats and environmental features. GI includes parks and gardens, amenity greenspace, natural and semi-natural urban greenspaces, green corridors, water (coast, rivers, lakes and ponds) and other public spaces as diverse as allotments and city farms. GI provides multi-functional benefits integral to the health and wellbeing of our communities and to the ecology and economy of the county. GI is often referred to as a network of these natural and semi-natural assets and spaces, which can be joined together connecting urban and rural areas and strategically planned.
- 3.2 The Essex Green Infrastructure Strategy was formally adopted by a decision taken by the then Cabinet Member for Environment and Climate Change Action in March 2020 (FP/614/01/20). It highlighted the need for GI to be at the heart of decision making, especially within the planning and development design process from the outset, ensuring GI is integral to place-shaping. One of the core actions of the strategy is to recommend the use of planning policy to secure multi-functional green spaces within and beyond development site boundaries.
- 3.3 The Essex Climate Action Commission (ECAC) is an independent body established by ECC in 2020 to advise about how Essex can tackling climate change, through improving air quality, reducing waste across Essex and increasing the amount of GI and biodiversity in the county.
- 3.4 ECAC cited the Essex Green Infrastructure Strategy (The Strategy) as a core climate action that Essex County Council (ECC) was already undertaking. The Strategy was presented at the initial meeting of the Commission on 12 May 2020 and advancement of the strategy was agreed to be an action of the Land Use and Green Infrastructure (LU&GI) specialist interest group that was set up by the Commission to identify recommendations for Land Use and GI climate action. In the July 2021 ECAC published the 'Net-Zero: Making Essex Carbon Neutral' Report, which summaries the recommendations put forward by the Commission to Essex. The recommendations made by the LU&GI specialist interest group concluded that Essex must increase levels of urban and natural GI provision to achieve effective climate action, making the following recommendations: -
  - For 30% of all land in Essex to enhance biodiversity and the natural environment by creating natural GI by 2040. Natural GI (natural and semi-natural habitat) currently covers about 14% of Essex. The

Commission is recommending that this be increased to 25% by 2030 and 30% by 2040.

- To increase urban greening through measures such as tree planting, sustainable drainage systems (SuDS) and green buildings that will improve health and wellbeing of our residents, absorb carbon and lower the “heat island effect” and air pollution in built up areas. It is recommended to deliver 30% greening of our towns, villages, and new developments by 2040.
- To create a Climate Focus Area (CFA) as a pilot to accelerate action on climate change and provide exemplars of best practice in sharing learning and innovation in achieving the LU&GI recommendations for adopting sustainable land use management and delivery of Natural GI.

3.5 ECC Housing refer to the Essex GI Strategy in their Essex Housing Strategy, with the aim to encourage development that increases, improves and joins up GI and promote GI as part of new housing growth, aligned with the objectives of the Strategy. Based on recent activity it appears likely that Essex Housing Developments LLP will ask the Council to take account of the GI standards when agreeing the price that ECC receives for the land, although all transactions are individually negotiated.

3.6 The adoption of the Strategy and the recommendations of the Commission in July 2021 illustrates ECC’s commitment towards the delivery of GI. However, it is core to ensure that policy and development management go beyond the statutory requirements, to create and maintain great places for people and wildlife to thrive through the delivery of high-quality, multifunctional GI.

3.7 HM Government’s 25 Year Environment Plan was partly implemented by the Environment Act 2021 and includes a commitment to develop a National Framework of GI. Between September 2020 and February 2021, Essex trialled the Natural England National Green Infrastructure Standards Framework with the aim to mainstream GI into the Essex planning process and decision making through a more robust planning review process. Currently, GI is mainly identified as a luxury, rather than critical infrastructure to deliver multiple environmental, social and economic benefits. Therefore, there is a need to endorse stronger policy wording and coverage of high-quality and multifunctional GI within Local Planning Authorities’ Local Plans and other planning documents and the development of Local GI standards to set conditions for future planning applications that come forward within Greater Essex.

3.8 Through a programme of collaboration and engagement with a broad range of stakeholders and professional practitioners, nine GI principles for Essex were identified and the associated standards produced as set out in Table 1 of this report (after paragraph 3.8), along with the development of an online Green Essex Story Map, that makes the Essex GI Strategy, 2020 spatial mapping publicly available to provide a visual aid to inform decision making. Together, these standards will ensure quality and consistency in the provision, management, and stewardship of GI as an essential part of place-making (creating beautiful and sustainable places/communities) and place-keeping

(Long-term stewardship, management and maintenance for the benefit of people and wildlife to meet the needs of our county.

- 3.9 The Essex GI Principles and Standards have been developed by planners, policy and decision makers, from the Essex Planning Officers Associations which represents all fifteen planning authorities in the wider Essex area through an officer level engagement. We have also included engagement from key ECC services, for example, Essex Housing Development LLP and Essex Highways and other practitioners (from both public and third sectors) across Essex, (including the Essex Wildlife Trust, the RSPB, the Wilderness Foundation, the Tree Council), Government agencies (Environment Agency, Natural England), Building with Nature and academic experts from University of Northumbria and University of East Anglia. The Essex GI Principles and Standards documents listed under 8- List of Appendices provides a of list all organisations that participated on the acknowledgement page. The collaboration, stakeholder engagement and consultation with a wide range of stakeholders has been vital from the outset in identifying a set of principles and standards to deliver multifunctional and connected GI across Greater Essex. The level of engagement and the approach taken has been set out under 3.16 (consultation).
- 3.10 These GI principles for Essex are the core components needed for delivering better place-making and place-keeping. While the corresponding GI standards define the outcome that is required to ensure the GI principles have been achieved. These principles and standards as set out in Table 1 provide a robust set of useful pointers for good practice in GI (such as collaboration / engagement; and good stewardship).

*Table 1: The Essex GI Principles and the corresponding Standards for Essex*

Essex GI Principle	Essex GI Standards
1. Mainstreaming and Integration	The Placemaking and Place-keeping policies in Local Plans recognise GI as a key delivery mechanism. GI functions and associated benefits are recognised and valued in key strategic documents and policies, beyond those with an environmental scope.
2. Evidence-led	The planning, design and delivery of GI is evidence-led using natural capital and ecosystem service assessments, and GI GIS mapping to ensure appropriate place-based GI interventions are being implemented and enhanced.
3. Multifunctionality	GI interventions are designed, planned and delivered to enhance multifunctionality and deliver multiple benefits to people and biodiversity in both rural and urban areas.
4. Early Engagement	There is early collaboration and engagement with all relevant stakeholders, partners and communities to support the delivery of effective and connected GI.
5. Managing different expectations	Differing views need to be identified early and managed effectively and in a transparent manner to secure both short- and long-term outcomes.
6. Heath, Wellbeing and Social Equity	GI Is designed to meet different people's needs (including physical and mental health), providing accessibility to GI, green spaces and local amenities, while ensuring GI is inclusive to all. This includes: <ul style="list-style-type: none"> <li>Targeting GI interventions to those groups and areas most in need as part of a place-keeping agenda.</li> </ul>

Essex GI Principle	Essex GI Standards
	<ul style="list-style-type: none"> <li>Reducing health and wellbeing inequalities between different populations e.g., access to green space and ecosystem service benefits.</li> </ul>
7. Connectivity	GI interventions are designed, planned and delivered and connected across multiple scales; from the wider landscape scale network to more local and neighbourhood scales including green corridors habitat and nature recovery networks to enhance connectivity for people, wildlife and habitats.
8. Strong policy wording and commitment	Policy for GI is strongly worded with a commitment to positive action(s) as reflected in statutory plans and industry/local guidance and supported by incentives and clear guidance about what success looks like.
9. Stewardship	The long-term management and stewardship plans are identified at the early stage with the necessary funding and monitoring components in place.

3.11 Technical guidance accompanies the Essex GI principles and standards, which focuses on the application of the principles and standards and aspects of the planning process. In addition, this guidance demonstrates best practice of what good GI looks like for each of the outlined principles and standards. While a Executive Non-Technical summary has also been produced for those without specialist knowledge of the subject area. These guidance documents provides for each GI principle and standard:

- An Introduction to the Principle and Standard
- Colour coded guidance specifically for Development Management and for Policy, this includes: -
  - Why the principle and standard matters,
  - How to achieve and/or improve the principle's delivery, and
  - Guidance on meeting the principles, including indicators and measures of success.
- Additional resources and further guidance, including: Case Studies and illustrative examples.

3.12 The Essex GI principles and standards will be promoted by the ECC's Green Infrastructure and Sustainable Drainage Team as a recommended approach to GI design, planning and delivery, when talking to Local Planning Authorities, partners and developers and will be the foundation of the team's comments to consultations. It is recommended that the GI principles and standards are applied as early as possible at the design and feasibility stage of policy development and for strategic documents/plans, developments, or projects.

3.13 The ECC's Green Infrastructure and Sustainable Drainage Team, while not a statutory consultee will apply the Essex GI Principles and Standards in our response to consultations. These standards can be applied to major developments as outlined in the National Planning Policy Framework (NPPF). Conclusions drawn will inform the responses to planning policy and applications consultations.

3.14 The adoption of the Essex Green Infrastructure Standards and embedding within the Essex Design Guide will demonstrate ECC's commitment and

support Local Planning Authorities to do the same and help them to address several key political challenges, through the delivery of multifunctional GI.

### **The Context**

- 3.15 The research undertaken through the Business and Local Government Data Research Centre, University of East Anglia indicates that there is 782km<sup>2</sup> of publicly accessible and non-accessible GI in Greater Essex (21% of the total county area).
- 3.16 HM Government has set ambitious targets for around 160,000-180,000 new homes to be built in Essex by 2040 (ECAC, 2021 p30). The Greater Essex Growth and Infrastructure Framework (GIF, 2017) estimates that new developments will generate a demand for 16km<sup>2</sup> of new urban GI and green space, which is anticipated to cost £251.86m to develop and manage. With the opportunities and challenges Essex faces from this development and population growth, as well as from the projected impacts of climate change on the county and its economy, and the growing demand on the health and other public services, it is vital that the purpose of our GI is reconsidered so that it is better able to provide the benefits needed by our residents. A well-planned and managed GI can help Essex meet these challenges.

### **The Strategic/ Legislative Context**

- 3.17 The provision of GI is supported by a number of national, regional and local policies, in which the Essex GI principles and standards will assist ECC, LPAs and partners to respond. The key drivers include:
- 3.17.1 The NPPF updated in July 2021 requires local planning authorities to make sufficient provision for conserving and enhancing the natural, built and historic environment, including landscapes and GI, through sustainable development and strategic policies within the local development plans and neighbourhood plans. The NPPF promotes the use of GI to deliver multiple functions and benefits, for example adapting to climate change; to improve air quality and pollution; and to enable healthy lifestyles and the creation of inclusive and safe places. This aligns with messages of the emerging planning white paper for beautiful places.
- 3.17.2 The Government's 25 Year Environment Plan, 'A Green Future: Our 25 Year Plan to Improve the Environment' 2018 sets out a framework to maintain and improve the environment for the next generation. This includes using and managing land more sustainably; recovering nature and enhancing the beauty of landscapes; connecting people with the environment to improve health and wellbeing; mitigating and adapting to climate change; minimising waste and air pollution; tree planting and woodland creation; and embedding the principle of 'environmental net gain' and upgrading GI standard in the planning system with the aim of developing a Nature Recovery Network.
- 3.17.3 The Environment Act 2021 put aspects of the 25 Year Environment Plan into law and creates a statutory framework for environmental principles, mandatory



biodiversity net gain for new developments, including Nationally Significant Infrastructure Projects (NSPs) and introducing Local Nature Recovery Strategies that will establish priorities and map proposals for specific actions to drive nature's recovery and provide wider environmental benefits.

3.17.4 Local Plans in Essex take a strategic approach to planning for the creation, protection, enhancement and management of biodiversity and GI networks as required by NPPF. As part of their Local Plans each of the Local Authorities has either a GI strategy, or incorporate GI within their Infrastructure Delivery Plans, Open Spaces, Sport and Recreation strategy or Recreational Access Management Strategy.

3.17.5 There are several other national and local plans, strategies and studies which also have an influence on planning for GI such as Association of South Essex Local Authorities South-Essex-Strategic-Green-and-Blue-Infrastructure-Study, Biodiversity Action Plans, 'Respecting our Past, Embracing our Future: A Strategy for Rural Essex - A new strategy for 2016-2020', the Thames Chase Plan, Net Zero: Making Essex Carbon Neutral, Essex Housing Strategy and the Essex Walking Strategy.

## **Consultation**

3.18 Consultations with both internal and external stakeholders have been important in the preparation of the Essex Green Infrastructure Standards, through the:

- Formation of a project team with representatives from ECC, Planners, University of East Anglia, Northumbria University and a Fellow from Natural Environment Research Council, Environment Agency, Natural England and Brillianto consultancy.
- One-to-one stakeholder meetings with LPA planning managers and officers.
- Presenting the standards at the Essex Planning Officer Association, Policy, Development Management and Chief Officer LPA groups.
- Series of Engagement workshops:
  1. Three workshops called 'Making Better Planning for Placemaking and Place Keeping,' held between September and November 2020 with attendance of over 30 professional practitioners.
    - The purpose of the workshops was to identify the key elements or ingredients for good placemaking and place keeping important to Essex, while ensuring alignment with the national standards being put forward by Natural England.
    - These workshops were part of the Essex project for trialling the Natural England National GI Standards Framework during September 2020 to February 2021.
  2. Two stakeholder workshops which were held on 12th January 2022 (Policy workshop) and 20th January 2022 (Development workshop), with over 40 professional practitioners and stakeholders attending each workshop.

- With the aim to hear about the trial progress and updates to the standards based on the consultation feedback and to explore implementation with LPAs and developers.
- 3.19 The Essex GI Principles and Standards and supporting guidance went out to online stakeholder consultation in May 2021 for a period of 9 weeks. The consultation questions were reviewed and edited by the ECC Strategy, Insight and Engagement team to ensure they were clear and understandable. Although the consultation was intended for those professionals who work in interrelated disciplines such as planning, health and the environment, the consultation received comments from a wide range of audiences - Planning to members of parish councils, private businesses, community groups and individual residents. This feedback from the different types of audiences was very useful in providing an understanding of the level of knowledge of GI and the National GI standards framework and the level of interests of these groups, since the GI standards are a new area of work nationally. This resulted in the production of an accompanying executive non-technical summary. Findings and lessons learnt from this consultation and the Essex trial project have been fed back to Natural England to help them to review the wording of the National GI framework.
- 3.20 The consultation indicated that 81% of respondents either agreed or strongly agreed, 7% of respondents neither agreed or disagreed and 12% of respondents either disagreed or strongly disagreed with the proposed nine GI principles. While 75% of respondents either agreed or strongly agreed, 7% of respondents neither agreed or disagreed and 19% of respondents either disagreed or strongly disagreed with the proposed nine standards for Essex. As a result, there were minor changes to the wording of the nine principles and standards based on the suggestions put forward through the consultation in the revised guidance.
- 3.21 Some of the issues raised for consideration for new principles and standards, were out of scope for the Essex GI principles and standards, such as waste incineration, housing targets and realisation of the green belt for development.
- 3.22 ECC will continue to work with LPAs regarding green belt measures, natural habitat protection and housing delivery. Housing targets are informed by government methodology on housing needs and adopted local plans. The Essex GI standards and guidance will support the Essex Local Nature Partnerships (LNP) and Local Nature Recovery Strategies (LNRS), which will identify natural habitats sites to protect and enhance, that may fall within the green belt.
- 3.23 The other suggestions put forward for new principles and standards, fitted within the existing GI principles and standards, therefore they were either added, referenced, expanded upon within the more detailed text for the relevant GI principle and standard within the guidance. There were no comments which were relevant to the GI principles, standards and guidance which were rejected.
- 3.24 There were areas identified which needed improving within the guidance and in response to the wider consultation an action plan was developed in response to the comments provided. These could be categorised into the seven following themes:

1. **Accessibility and language.** Future consultations and workshops to use language suitable for the target audience.
  2. **Information level.** Clear definitions and guidance that is broken down to tailor for Policy, Development Management and community groups.
  3. **Trust.** Accountability and responsibilities for delivery of these standards.
  4. **Enforcement.** Further stakeholder engagement and guidance to develop a support programme for the delivery of the GI Strategy.
  5. **Partnership.** Further collaboration and interaction with external and internal partners and with other plans and strategies to sure this is viable (Link to Essex LNP).
  6. **Complexity.** Exploration and information on specialist habitats and the relationship between these and GI multifunctionality (linked to CFA and LNRS).
  7. **Protecting Nature.** Development of Local Nature Partnerships (held its first meeting on 15 March 2022) and Local Nature Recovery Strategy (is under development).
- 3.25 These GI principles and standards will help elevate the importance of nature in our towns and cities through better design, development, delivery and management of GI, but it cannot inform housing targets. A communication plan to raise awareness of the benefits and limitations of the GI Principles and Standards will be developed. Other concerns raised by respondents that neither agreed or disagreed or strongly disagreed were:
- The Essex principles/standards do not build on existing Natural England principles – through the trial process and working with Natural England we ensured the Essex GI principles and standards align with Natural England’s principles and engaged their support.
  - The standards themselves are quite difficult to “score” against and scoring could be subjective – ECC with stakeholders through further stakeholder engagement are currently exploring how the Essex GI standards will be applied to planning applications and monitoring and evaluation process. It is anticipated there will be two approaches to the application of the guidance, a voluntary approach (where this is supporting guidance only) and a full standards approach. Under the full standard approach, for external verification, building with nature will be signposted to assess and monitor major developments (fees will apply). A monitoring programme and self-assessment will be developed.
  - The impact of waste incinerations on residents and the environment - Waste Incinerations does not fall within the remit of the GI principles and standards. For more details on standards regarding waste, please see the adopted Essex and Southend-on-Sea Waste Local Plan (2017).
- 3.26 The analysis of the consultation and feedback to comments raised were captured in a consultation report along with an action plan to address these comments. A summary of the stakeholder workshops was also summarised within a report and is listed under background papers 9.1.
- 3.27 The draft Essex Green Infrastructure standards and guidance document were updated to reflect the consultation feedback to address the viewpoints raised as categorised in the seven themes in 3.18. All suggested edits to the standards or

text of the guidance document were incorporated, including reference to the links to the Local Nature Partnership, and other key strategies and plans, such as Local Nature Recovery Strategy, Building with Nature and National GI Standards Framework. As a response to the level of information required the guidance document was divided into two sections: The first was to provide more technical detail and clarity on how to apply the GI principles and standards in relation to Policy and for Development Management, and the other produced to provide an executive non- technical summary.

- 3.28 Whilst these standards will not stop development proposed through the local plans, it will aim to guide and shape planning and other services through setting principles that can inform plans and strategies to enhance, protect and create an integrated network of high-quality GI across Greater Essex. The Standards also help the ECC to understand the values our current GI provides and its potential to provide for the future in terms of environmental, social and economic benefits. These will enable a coherent approach, partner collaboration, and potentially help maximise funding opportunities in the delivery of multi-functional natural assets, especially through the Essex Local Nature Partnership. The standards will be used to assess the quality of GI provision provided as part of larger scale new developments across Essex.
- 3.29 The standards guidance is intended to be a 'live' document similar to the Essex Design Guide that is reviewed on an annual basis, so that it can maintain the essential characteristics of the county's environment into the future. Future changes will be made by the Cabinet Member. Through the approval of the Essex Planning Officer Association to aim to incorporate these standards within the Essex Design Guide.
- 3.30 The Essex Green Infrastructure Standards are supported by Natural England, who has agreed for their logo to be included on the guidance to demonstrate their endorsement as part of the National GI Framework.
- 3.31 The Essex Green Infrastructure Standards will be assessed for the Building with Nature Accreditation which demonstrate how the Standards can create a framework of principles, clear parameters, for developments and other GI related projects coming forward. This will demonstrate the alignment with the Essex GI Strategy and Building with Nature as extra external verification. Giving the Standards further credibility, it aims to have a positive impact on stakeholder engagement to help secure the functions and benefits associated with a high-quality GI, and ultimately support our commitment to delivering and sustaining a flourishing place for people and wildlife combined.

## **4 Links to our Strategic Ambitions**

4.1 This report links to the following aims in the Essex Vision:

- Enjoy life into old age
- Provide an equal foundation for every child
- Strengthen communities through participation

- Develop our County sustainably
- Connect us to each other and the world
- Share prosperity with everyone

4.2 Approving the recommendations in this report will have the following impact on the ECC's ambition to be net carbon neutral by 2030:

4.2.1 The Essex Green Infrastructure Standards will set a framework to guide decision making and future developments to contribute towards meeting the ECAC net zero targets, including the following recommendations set out for ECAC Land Use and Green Infrastructure:

- 30 per cent of all land in Essex will enhance biodiversity and the natural environment by creating natural GI by 2040.
- Increasing biodiversity, including additional tree planting will have a direct impact on carbon sequestration, helping to contribute the county's carbon neutral target by 2030.
- To increase urban greening.
- Develop schemes to increase their flood resilience through nature-based solutions.
- Ensure that adaptation (and mitigation) is integrated into the Environmental Land Management system.

4.2.2 The Essex Green Infrastructure Standards will also benefit the recommendations for Energy, Built Environment and transport through the design of GI to deliver:

- Energy efficiency.
- Walkable neighbourhoods and attractive travel routes and connectivity to encourage more sustainable transport methods such as walking and cycling.
- A reverse in the national decline in urban greenspace and creating accessible greenspaces nearer to where people live and work enhancing health and wellbeing and economic opportunities.

4.3 This report links to the following strategic priorities in the emerging Organisational Strategy 'Everyone's Essex':

- A strong, inclusive and sustainable economy
- A high-quality environment
- Health wellbeing and independence for all ages
- A good place for children and families to grow

## 5 Options

### 5.1 Option One: Adopt the new Essex GI Principles and Standards Guidance (Recommended)

- 5.1.1 It is recommended that the Essex GI Principles and Standards, along with the supporting guidance is adopted as a corporate document as the Essex GI Principles and Standards offer an opportunity for a wholistic approach to provide an interconnected GI network of natural areas and open spaces that will provide numerous environmental, social and economic benefits for people and wildlife.
- 5.1.2 To agree the Essex GI Principles and Standards as a framework for guiding ECC's and LPA's decision-making regarding green space, highways, health and wellbeing, climate change, flood management and housing provision and as a material planning consideration setting the principles and standards for the preparation of Strategic Masterplans, providing pre-application advice, assessing planning applications and Local Plans and any other development management and implementation related purposes within the county. By endorsing these Principles and Standards will give planning weight will ensure that development and project proposals will achieve the ECC's ambitions for the provision of Green and Blue Infrastructure, and that clear parameters are established.
- 5.1.3 The Essex GI Principles and Standards are designed by local stakeholders tailored to what is important to Essex, providing a co-ordinated approach through the development and implementation of GI into policy, decision making and the creation of beautiful sustainable places that will result in the delivery of ECC's, District, City, Borough and Unitary Council's and partners priorities more effectively which promotes partnership working (supporting the Essex LNP) across Greater Essex and its borders.
- 5.1.4 They also address ECC's commitment and recommendations set out by the ECAC, objectives within the Essex GI Strategy, the NPPF, Natural England National GI Framework (from 25 Year Environment Plan) and the statutory requirements from the Environment Act to deliver Local Nature Recovery Strategies and support the delivery of biodiversity net gain as mentioned within 3.1 – 3.13 above. It also meets a number of the corporate strategic aims and priorities as mentioned in section 4 above.
- 5.1.5 The Essex GI Principle and Standards will be promoted by the ECC Green Infrastructure and Sustainable Drainage Team, utilising the skills and resources that are already in place within ECC. There are two GI Planning Officers in post who can review major planning applications and implement these standards to improve the provision of natural green space across the county. These Principles and Standards will inform the responses to planning policy and applications consultations. However, we are also working closely with Planning Policy and Development Management teams within the LPAs to embed the GI principles and standards within their working practices.
- 5.1.6 By Essex taking part in the National GI Framework trials, our learnings and our approach have been fed back to Natural England informing the development of their framework, including their baseline national mapping that was launched in December 2021. The Essex GI Principles and Standards align with the new national GI principles, but are tailored to meet more local context, which is

encouraged by the National GI framework. The National GI framework, along with Building with Nature will provide an additional high-level layer of support and external verification, if required, to the Essex GI standards. The Essex GI Principle and Standards are being presented by Natural England and Building with Nature as a national exemplar case study.

- 5.1.7 There will also be a need to manage people's expectation of the Essex GI Principles and Standards, recognising its limitations (i.e., not blocking developments in Local Plans). This will require support from ECC's communication team and external partners to coordinate the development of a communication plan and support programme with partners.

## **5.2 Option two: Reject the Essex GI Principles and Standards (do nothing) (Not Recommended)**

- 5.2.1 This option is not recommended as it would mean forgoing the broad range of benefits in delivering good-quality GI in terms of environmental (e.g., improved air quality), social (i.e., recreation and improved health) and economic (e.g., attract new businesses) values and benefit outcomes.

- 5.2.2 By not agreeing to adopt the Essex GI Principles and Standards and endorse it as a material consideration in the planning and decision-making process would mean that there would be no consistent or coordinated mechanism across Greater Essex to support the delivery of sustainable development proposals and achieve the vision and objectives set out in the ECC's Everyone's Essex, and Essex GI Strategy, or the application of the policies within Local Planning Authorities Local Plans. In addition, there would be no overarching framework in place to achieve the implementation of important initiatives intended to support the ECAC or Essex LNP response to the Climate Crisis.

- 5.2.3 Without the Essex GI Principles and Standards there is likely to be the continued fragmentation of Essex's habitats and GI, from an inconsistent approach by partners, that will lead to degradation of the environment. As the environment is now recognised as being a valuable contributor for health and wellbeing and other social reasons, environmental degradation could result in increased demand for alternative services for which additional funding would be required.

- 5.2.4 By doing nothing it is likely that:

- GI would be pursued in its own environmental silo which:
  - limits its impact on other key standards and policies and may lead to disintegrated policy development.
  - results in the submission of planning applications where the delivery of GI is often only proposed at singular locations rather than embedded across the whole site. When existing and new GI components are not part of the integral design for the whole development, this could result in non-sustainable and unattractive places that people will not want to live or work.

- Continued fragmentation of our habitats and GI which in turn will lead to degradation of the environment which will impact negatively on people's health and wellbeing and the economic viability of Essex.
- Poor quality or loss/lack of access to green spaces resulting in future costs implication to society through increased environmental, social, and health services costs from the need to provide more services to meet the growing pressures and demand. There is a further risk to service areas, such as health of not having sufficient resources to provide these extra services resulting in more people being impacted.
- There will be a potential risk of future costs from retrofitting GI after developments and highways have been delivered.
- The ECC will not meet its commitment to deliver action against the ECAC recommendations for Land Use and GI and the strategic priorities within the Organisational Strategy and Essex GI Strategy leading to reputational risk.

### **5.3 Option three: Make changes to the proposed Essex GI Principles and Standards (Not Recommended)**

5.3.1 This option is not recommended. The Essex GI Principles and Standards have been developed through a programme of collaboration and engagement with a wide range of partners, as set out under 3.16. This process has drawn on their expertise and knowledge to identify the key principles in an Essex context that are important in the delivery of multifunctional GI for the benefits of people and wildlife.

5.3.2 The Essex GI Principles and Standards and guidance document has gone through a 9-week stakeholder consultation, in which the responses have been incorporated in the updates to the GI principles and standards and resulted in provision of a technical guidance and an executive non-technical summary.

5.3.3 Any further changes to the GI principles and Standards will potentially need to go back out to consultation, be fed back to the stakeholders and these changes to be accepted by those involved in the process of developing these GI Principles and Standards. This will cause a delay in the use of the GI principles and standards by ECC Green Infrastructure and Sustainable Drainage team in providing structured responses to planning applications and Local Plan consultations in strengthening policy to improve the provision of natural green space across the county.

### **5.4 Option four: Reject the Essex GI Principles and Standards and use the National GI Framework (Not Recommended)**

5.4.1 Although, the National GI Framework provides a robust set of principles, ECC and partners have already done significant amount of work with Natural England as part of the national trials during September 2020 and February 2021 on the Essex GI Principles and Standards. The option to just use the National GI Framework is not recommended, as this framework is high-level, and designed to help LPAs county-wide to include GI in Local Plans and developments, rather than a national commitment. This high-level approach



might allow for different interpretations of guidance which would not provide the consistency that is required by the planning process.

5.4.2 The Essex GI Principles and Standards are more locally focused, developed by a wide range of stakeholders, with an Essex-centric view on the delivery of multifunctional GI across Essex. The tailoring of the national GI framework to the local context is encouraged by Natural England, and the Essex approach has been used by Natural England as an example of best practice for using the national GI framework to adapt locally to meet local priorities and use as a high-level external verification.

5.4.3 The National GI Framework is still under development and similar to option three (5.3.3), in that:

- Stakeholders that have been involved in the development of the Essex GI Principles and Standards will need to be notified of any changes to ensure a coordinated delivery of GI across Greater Essex, to avoid GI being delivered in silo and fragmented.
- This will delay the ECC Green Infrastructure and Sustainable Drainage team in providing structured responses to planning applications and Local Plan policy consultations to improve the provision of natural green space across the county.

## 6 Issues for consideration

### 6.1 Financial implications

£m	2022/2023	2023/2024	2024/2025	2025/2026	Total
<b>Flood management</b>	1.145	1.193	1.242	1.254	4.834

6.1.1 The Green Infrastructure and Sustainable Drainage Team reside within the Flood management cost centre shown in the table above. This includes 2.0 FTE Green Infrastructure Planning officer roles, 1.0 FTE for the Green Planning Delivery officer and 7 FTE for the Sustainable Drainage team. The Flood management cost centre also includes roles working in areas of flood prevention which are not specific to the implementation of Green Standards e.g. Forestry officer, Project design managers.

6.1.2 Funding for the Green Infrastructure Planning officers (2FTE) and Green Planning Delivery officer (1FTE) have been appointed on a 2-year fixed contract until June 2023. These roles are funded from the £2.5m Essex Climate Change Commission reserve approved in Jan 2021 (FP/898/11/20). A separate business case is required for any extension after June 2023 and will be met from the existing revenue budget. The Sustainable Drainage team are permanent contracts employees with ECC.

6.1.3 It is intended that the implementation of the Essex GI Principles and Standards will be delivered through the existing GI and SuDs Team. It is expected that existing resource will be reprioritised to contain any expenditure associated with this. Additional costs are expected to be retained within the existing budget

envelope within Flood Management or a request for further funding through a separate business case.

6.1.4 The resource requirements are likely to be applied to the communication plan and monitoring of the GI Principles and Standards, workshops/training and updates to the Essex Design Guide.

6.1.5 ECC may see some financial impact where the adoption of these standards exceed the development approach that may have previously applied. An example could be the development of schemes by Essex Housing Development LLP, these will be reviewed on a case-by-case basis as respective business cases are brought forward.

6.1.6 Applying GI standards may lead to cost avoidance in the long-term and may be cheaper than traditional grey infrastructure, providing benefits such as:

*flood attenuation through SuDs,*

- *reducing resource consumption by lowering energy use,*
- *avoiding costs arising on services from negative environmental effects.*

## **6.2 Legal implications**

6.2.1 The GI standards have not been subject to a strategic environmental assessment. This is because they are primarily relevant as a request to local planning authorities to consider them as part of their planning framework.

6.2.2 The Environment Act 2021 partly implemented the 25 Year Environment Plan, which includes a commitment to develop a National Framework of GI led by Natural England. The Act gives powers to set legally binding targets on improving water and air quality, species abundance, with planning applications to provide a minimum 10% increase in biodiversity (which has been mandated), increase by 3% in tree cover by 2050 and enhancing green spaces and other environmental improvement targets. Other targets are being proposed. Improving Green Infrastructure can help meet these targets.

## **7 Equality and Diversity Considerations**

7.1 The Public Sector Equality Duty applies to the ECC when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 7.3 The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.
- 7.4 The assessment concluded that the Essex GI Principles and Standards can provide opportunities to all residents with respect to wellbeing, health, quality of life, social inclusion and access to GI assets. No differential impact was identified for any group. The Essex GI Principles and Standards will make Essex a more attractive place to live, learn and work. It promotes policy and developments to require better connectivity between GI features and where people live and work, to optimise use and enjoyment by all. The GI principles and standards will help policy, developments and projects to contribute to community cohesion and wellbeing by improving access to and providing a wide range of GI features and facilities that promote the positive impact of GI related and community-led activities tailored to meet their needs, to enable inclusive use of GI by all user, social groups and abilities, that will provide health and wellbeing benefits.
- 7.5 There will also be significant environmental benefits from the implementation of these standards; particularly in regard to connecting people to nature, especially younger people in enhancing their concentration and learning in helping them fulfil their potential, through meeting the requirement within the Environment Act and NPPF for mandatory biodiversity net gain alongside habitat connectivity and creation. The Multifunctional GI principle and standards will also help to mitigate health risks such as urban heat stress, climate change mitigation and adaptation, noise pollution, flooding and poor air quality. Early engagement, health, wellbeing and inclusivity have been identified as two of the core principles and standards to help shape policy, decision making and planning proposals to ensure GI delivers multiple benefits to everyone and wildlife.

## **8 List of Appendices**

- 8.1 Essex GI Standards Technical Guidance  
8.2 Essex GI Standards Executive Non-Technical Guidance  
8.3 Equality Impact Assessment

## **9 List of Background papers**

- 9.1 Consultation and Workshop summary reports - [Essex GI Standards Framework and Guidance Draft Consultation - Essex County Council - Citizen Space](#)

9.2 List of useful links

- 9.2.1 Essex Climate Action Commission - <https://www.essexclimate.org.uk/>
- 9.2.2 Green Essex Story Map - <https://www.placeservices.co.uk/green-essex/>
- 9.2.3 South-Essex-Strategic-Green-and-Blue-Infrastructure-Study- <https://ca1-jsp.edcdn.com/downloads/South-Essex-Strategic-Green-and-Blue-Infrastructure-Study.pdf>
- 9.2.4 Building with Nature - <https://www.buildingwithnature.org.uk/>.

## Technical Guidance

DRAFT

## Acknowledgements

The Essex Green Infrastructure Standards Framework Guidance has been drafted through collaboration with the following stakeholders and partners as a result of the Making Better Planning for Better Placemaking and Place-Keeping workshops held between September and November 2020.

- Building with Nature
- Environment Agency
- Essex County Council
  - Spatial Planning
  - Growth & Development
  - Environment and Climate Action
    - Energy and Low Carbon
    - Flood and Water Management
    - Green Infrastructure
  - Essex Housing
  - New Settlements
  - Minerals and Waste
  - Highways Active Travel
  - Place Services
    - Built Environment
    - Landscape
    - Arboriculture
    - Ecology
- Essex Planning Officer
- Association representatives from:
  - Basildon Borough Council
  - Braintree District Council
  - Brentwood Borough Council
  - Castle Point Borough Council
  - Chelmsford City Council
  - Colchester Borough Council
  - Epping Forest District Council
  - Harlow Council
  - Maldon District Council
  - Rochford District Council
  - Southend City Council
  - Tendring District Council
  - Thurrock Council
  - Uttlesford District Council
- Essex Wildlife Trust
- Natural England<sup>1</sup>
  - National Green Infrastructure Standards Framework Trials
  - Brillianto
    - Green Infrastructure Consultancy
- Northumbria University
- RSPB
- Tree Council
- University of East Anglia
  - School of Environmental Sciences: Centre for Social and Economic Research on the Global Environment (CSERGE)
- Wilderness Foundation

<sup>1</sup> Natural England offered specialist advice to contribute to the development of the Essex Green Infrastructure Standards through providing the draft GI Framework – Principles and Standards for

England, and through Essex County Council's participation in the trialling programme for the draft GI Framework.

## Contents

1.	Introduction.....	13
1.1.	Purpose of this Guidance.....	13
1.2.	Who this document is for?.....	13
1.3.	Introduction to Green Infrastructure.....	17
	<i>What is Green Infrastructure? .....</i>	17
	<i>GI Principles and Standards.....</i>	18
1.4.	Introduction to this Guidance and the Essex GI Standards .....	19
	<i>Document Contents.....</i>	19
1.5.	Application of the Essex GI Standards .....	20
2.	Essex Green Infrastructure Standards .....	21
3.	Principle 1: Mainstreaming and Integration .....	24
3.1.	Standard.....	24
3.2.	Guidance for Development Management.....	25
	<i>Why does it matter? .....</i>	25
	<i>How to Achieve and/or Improve this Principle? .....</i>	25
	<i>Meeting the Principle.....</i>	28
	<i>Indicators.....</i>	28
	<i>Measures of Success .....</i>	28
3.3.	Guidance for Policy .....	29
	<i>Why does it matter? .....</i>	29
	<i>How to Achieve and/or Improve this Principle? .....</i>	29
	<i>Meeting the Principle.....</i>	34
	<i>Indicators.....</i>	34
	<i>Measures of Success .....</i>	34
3.4.	Further Guidance and Information.....	35
	<i>Case Studies/ Illustrative Examples .....</i>	35
	<i>External Resources .....</i>	35
4.	Principle 2: Evidence-Led.....	36
4.1.	Standard.....	36
4.2.	Guidance for Development Management.....	37
	<i>Why does it matter? .....</i>	37
	<i>How to Achieve and/or Improve this Principle? .....</i>	37
	<i>Meeting the Principle.....</i>	38
	<i>Indicators.....</i>	38
	<i>Measures of Success .....</i>	40
4.3.	Guidance for Policy .....	41
	<i>Why does it matter? .....</i>	41
	<i>How to Achieve and/or Improve this Principle? .....</i>	41

	<i>Meeting the Principle</i> .....	43
	<i>Indicators</i> .....	43
	<i>Measures of Success</i> .....	45
4.4.	Further Guidance and Information.....	46
	<i>Case Study Examples</i> .....	46
	<i>External Resources</i> .....	46
5.	<b>Principle 3: Multifunctionality.</b> .....	47
5.1.	Standard.....	47
5.2.	Guidance for Development Management.....	48
	<i>Why does it matter?</i> .....	48
	<i>How to Achieve and/or Improve this Principle?</i> .....	48
	<i>Meeting the Principle</i> .....	50
	<i>Indicators</i> .....	50
	<i>Measures of Success</i> .....	54
5.3.	Guidance for Policy .....	55
	<i>Why does it matter?</i> .....	55
	<i>How to Achieve and/or Improve this Principle?</i> .....	55
	<i>Meeting the Principle</i> .....	58
	<i>Indicators</i> .....	58
	<i>Measures of Success</i> .....	62
5.4.	Further Guidance and Information.....	63
	<i>Case Studies and Illustrative Examples</i> .....	63
	<i>External Resources</i> .....	63
6.	<b>Principle 4: Early Engagement.</b> .....	64
6.1.	Standard.....	64
6.2.	Guidance for Development Management.....	65
	<i>Why does it matter?</i> .....	65
	<i>How to Achieve and/or Improve this Principle?</i> .....	65
	<i>Meeting the Principle</i> .....	66
	<i>Indicators</i> .....	66
	<i>Measures of Success</i> .....	66
6.3.	Guidance for Policy .....	67
	<i>Why does it matter?</i> .....	67
	<i>How to Achieve and/or Improve this Principle?</i> .....	67
	<i>Meeting the Principle</i> .....	68
	<i>Indicators</i> .....	68
	<i>Measures of Success</i> .....	69
6.4.	Further Guidance and Information.....	70
	<i>Case Studies and Illustrative Examples</i> .....	70
	<i>External Resources</i> .....	70
7.	<b>Principle 5: Managing Different Expectations.</b> .....	71
7.1.	Standard.....	71



7.2.	Guidance for Development Management .....	72
	<i>Why does it matter?</i> .....	72
	<i>How to Achieve and/or Improve this Principle?</i> .....	72
	<i>Meeting the Principle</i> .....	73
	<i>Indicators</i> .....	73
	<i>Measures of Success</i> .....	74
7.3.	Guidance for Policy .....	75
	<i>Why does it matter?</i> .....	75
	<i>How to Achieve and/or Improve this Principle?</i> .....	75
	<i>Meeting the Principle</i> .....	76
	<i>Indicators</i> .....	76
	<i>Measures of Success</i> .....	77
7.4.	Further Guidance and Information .....	78
	<i>Case Study Examples</i> .....	78
	<i>External Resources</i> .....	78
8.	<b>Principle 6: Health, Wellbeing And Social Equity</b> .....	79
8.1.	Standard .....	79
8.2.	Guidance for Development Management .....	80
	<i>Why does it matter?</i> .....	80
	<i>How to Achieve and/or Improve this Principle?</i> .....	80
	<i>Meeting the Principle</i> .....	82
	<i>Indicators</i> .....	82
	<i>Measures of Success</i> .....	83
8.3.	Guidance for Policy .....	85
	<i>Why does it matter?</i> .....	85
	<i>How to Achieve and/or Improve this Principle?</i> .....	85
	<i>Meeting the Principle</i> .....	87
	<i>Indicators</i> .....	88
	<i>Measures of Success</i> .....	88
8.4.	Further Guidance and Information .....	89
	<i>Case Study Examples</i> .....	89
	<i>External Resources</i> .....	89
9.	<b>Principle 7: Connectivity</b> .....	90
9.1.	Standard .....	90
9.2.	Guidance for Development Management .....	91
	<i>Why does it matter?</i> .....	91
	<i>How to Achieve and/or Improve this Principle?</i> .....	91
	<i>Meeting the Principle</i> .....	92
	<i>Indicators</i> .....	92
	<i>Measures of Success</i> .....	94
9.3.	Guidance for Policy .....	95
	<i>Why does it matter?</i> .....	95
	<i>How to Achieve and/or Improve this Principle?</i> .....	95

	<i>Meeting the Principle</i> .....	97
	<i>Indicators</i> .....	97
	<i>Measures of Success</i> .....	98
9.4.	Further Guidance and Information.....	100
	<i>External Resources</i> .....	100
10.	<b>Principle 8: Strong Policy Wording and Commitment.</b> .....	101
10.1.	Standard.....	101
10.2.	Guidance for Development Management.....	102
	<i>Why does it matter?</i> .....	102
	<i>How to Achieve and/or Improve this Principle?</i> .....	102
	<i>Meeting the Principle</i> .....	103
	<i>Indicators</i> .....	103
	<i>Measures of Success</i> .....	103
10.3.	Guidance for Policy .....	105
	<i>Why does it matter?</i> .....	105
	<i>How to Achieve and/or Improve on this Principle</i> .....	105
	<i>Meeting the Principle</i> .....	106
	<i>Indicators</i> .....	106
	<i>Measure of Success</i> .....	107
10.4.	Further Guidance and Information.....	108
	<i>Case Studies/ Illustrative Examples</i> .....	108
	<i>External Resources.</i> .....	108
11.	<b>Principle 9: Stewardship and Maintenance</b> .....	109
11.1.	Standard.....	109
11.2.	Guidance for Development Management.....	110
	<i>Why does it matter?</i> .....	110
	<i>How to Achieve and/or Improve this Principle?</i> .....	111
	<i>Meeting the Principle</i> .....	112
	<i>Indicators</i> .....	112
	<i>Measures of Success</i> .....	113
11.3.	Guidance for Policy .....	114
	<i>Why does it matter?</i> .....	114
	<i>How to Achieve and/or Improve this Principle?</i> .....	114
	<i>Meeting the Principle</i> .....	115
	<i>Indicators</i> .....	115
	<i>Measures of Success</i> .....	115
11.4.	Further Guidance and Information.....	116
	<i>Case Studies/ Illustrative Examples</i> .....	116
	<i>External Resources</i> .....	116
12.	<b>Conclusion</b> .....	117
12.1.	What does good look like? .....	117
12.2.	Assessment and Evaluation .....	118

12.3.	Next Steps for the Essex GI Standards.....	119
13.	Further Guidance and Information.....	121
14.	Glossary .....	124
15.	Appendix .....	130

DRAFT

## Contents for Development Management

<b>3.</b>	<b>Principle 1: Mainstreaming and Intergration.....</b>	<b>24</b>
3.1.	Standard.....	24
3.2.	Why does it matter? .....	25
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>25</i>
	<i>Meeting the Principle.....</i>	<i>28</i>
	<i>Indicators.....</i>	<i>28</i>
	<i>Measures of Success.....</i>	<i>28</i>
<b>4.</b>	<b>Principle 2: Evidence-Led.....</b>	<b>36</b>
4.1.	Standard.....	36
4.2.	Why does it matter? .....	37
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>37</i>
	<i>Meeting the Principle.....</i>	<i>38</i>
	<i>Indicators.....</i>	<i>38</i>
	<i>Measures of Success.....</i>	<i>40</i>
<b>5.</b>	<b>Principle 3: Multifunctionality. ....</b>	<b>47</b>
5.1.	Standard.....	48
5.2.	Why does it matter? .....	48
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>47</i>
	<i>Meeting the Principle.....</i>	<i>50</i>
	<i>Indicators.....</i>	<i>50</i>
	<i>Measures of Success.....</i>	<i>54</i>
<b>6.</b>	<b>Principle 4: Early Engagement.....</b>	<b>64</b>
6.1.	Standard.....	64
6.2.	Why does it matter? .....	65
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>65</i>
	<i>Meeting the Principle.....</i>	<i>66</i>
	<i>Indicators.....</i>	<i>66</i>
	<i>Measures of Success.....</i>	<i>66</i>
<b>7.</b>	<b>Principle 5: Managing Different Expectations. ....</b>	<b>71</b>
7.1.	Standard.....	71
7.2.	Why does it matter? .....	72
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>72</i>
	<i>Meeting the Principle.....</i>	<i>72</i>
	<i>Indicators.....</i>	<i>73</i>
	<i>Measures of Success.....</i>	<i>74</i>
<b>8.</b>	<b>Principle 6: Health, Wellbeing And Social Equity.....</b>	<b>79</b>
8.1.	Standard.....	79

8.2.	Why does it matter? .....	80
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>80</i>
	<i>Meeting the Principle.....</i>	<i>82</i>
	<i>Indicators.....</i>	<i>82</i>
	<i>Measures of Success .....</i>	<i>83</i>
<b>9.</b>	<b>Principle 7: Connectivity.....</b>	<b>90</b>
9.1.	Standard.....	90
9.2.	Why does it matter? .....	91
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>91</i>
	<i>Meeting the Principle.....</i>	<i>92</i>
	<i>Indicators.....</i>	<i>92</i>
	<i>Measures of Success .....</i>	<i>94</i>
<b>10.</b>	<b>Principle 8: Strong Policy Wording and Commitment. ....</b>	<b>101</b>
10.1.	Standard.....	101
10.2.	Why does it matter? .....	102
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>102</i>
	<i>Meeting the Principle.....</i>	<i>103</i>
	<i>Indicators.....</i>	<i>103</i>
	<i>Measures of Success .....</i>	<i>103</i>
<b>11.</b>	<b>Principle 9: Stewardship And Maintenance .....</b>	<b>109</b>
11.1.	Standard.....	109
11.2.	Why does it matter? .....	110
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>111</i>
	<i>Meeting the Principle.....</i>	<i>112</i>
	<i>Indicators.....</i>	<i>112</i>
	<i>Measures of Success .....</i>	<i>113</i>

## Contents for Policy

<b>3.</b>	<b>Principle 1: Mainstreaming and Intergration.....</b>	<b>24</b>
3.1.	Standard.....	24
3.3	Why does it matter? .....	29
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>29</i>
	<i>Meeting the Principle.....</i>	<i>34</i>
	<i>Indicators.....</i>	<i>34</i>
	<i>Measures of Success .....</i>	<i>34</i>
<b>4.</b>	<b>Principle 2: Evidence-Led.....</b>	<b>36</b>
4.1.	Standard.....	36
4.3.	Why does it matter? .....	41
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>41</i>
	<i>Meeting the Principle.....</i>	<i>43</i>
	<i>Indicators.....</i>	<i>43</i>
	<i>Measures of Success .....</i>	<i>43</i>
<b>5.</b>	<b>Principle 3: Multifunctionality. ....</b>	<b>47</b>
5.1.	Standard.....	47
5.3.	Why does it matter? .....	55
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>55</i>
	<i>Meeting the Principle.....</i>	<i>58</i>
	<i>Indicators.....</i>	<i>58</i>
	<i>Measures of Success .....</i>	<i>62</i>
<b>6.</b>	<b>Principle 4: Early Engagement.....</b>	<b>64</b>
6.1.	Standard.....	64
6.3.	Why does it matter? .....	67
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>67</i>
	<i>Meeting the Principle.....</i>	<i>68</i>
	<i>Indicators.....</i>	<i>68</i>
	<i>Measures of Success .....</i>	<i>69</i>
<b>7.</b>	<b>Principle 5: Managing Different Expectations. ....</b>	<b>71</b>
7.1.	Standard.....	71
7.3.	Why does it matter? .....	75
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>75</i>
	<i>Meeting the Principle.....</i>	<i>76</i>
	<i>Indicators.....</i>	<i>76</i>
	<i>Measures of Success .....</i>	<i>77</i>
<b>8.</b>	<b>Principle 6: Health, Wellbeing And Social Equity.....</b>	<b>79</b>

8.1.	Standard.....	79
8.3.	Why does it matter? .....	85
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>85</i>
	<i>Meeting the Principle.....</i>	<i>87</i>
	<i>Indicators.....</i>	<i>88</i>
	<i>Measures of Success.....</i>	<i>88</i>
<b>9.</b>	<b>Principle 7: Connectivity.....</b>	<b>90</b>
9.1.	Standard.....	90
9.3.	Why does it matter? .....	95
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>95</i>
	<i>Meeting the Principle.....</i>	<i>97</i>
	<i>Indicators.....</i>	<i>97</i>
	<i>Measures of Success .....</i>	<i>98</i>
<b>10.</b>	<b>Principle 8: Strong Policy Wording and Commitment. ....</b>	<b>101</b>
10.1.	Standard.....	101
10.3.	Why does it matter? .....	105
	<i>How to Achieve and/or Improve on this Principle .....</i>	<i>105</i>
	<i>Meeting the Principle.....</i>	<i>106</i>
	<i>Indicators.....</i>	<i>106</i>
	<i>Measure of Success.....</i>	<i>107</i>
<b>11.</b>	<b>Principle 9: Stewardship And Maintenance .....</b>	<b>109</b>
11.1.	Standard.....	109
11.3.	Why does it matter? .....	114
	<i>How to Achieve and/or Improve this Principle? .....</i>	<i>114</i>
	<i>Meeting the Principle.....</i>	<i>115</i>
	<i>Indicators.....</i>	<i>115</i>
	<i>Measures of Success.....</i>	<i>115</i>

## List of Appendix

Annex A Case Studies and Illustrative Examples	130
Annex B GI Checklist	152
Annex C Why is GI Essential to our Social, Economic and Environmental Wellbeing	153
Annex D How the GI Standards for Essex were Developed	155
Annex E Additional Resources	157

DRAFT



# 1. INTRODUCTION

## 1.1. Purpose of this Guidance.

- 1.1.1. This guidance provides support to professionals in the built environment, highways, health, and environment to deliver better Green Infrastructure (GI). Essex's Nine GI standards have been developed to support policy and development management in the planning and delivery of multifunctional GI for placemaking and placekeeping. These standards are written as a form of assessment criteria to enable policy and development management to go beyond the statutory requirements, to create great places for people and wildlife to thrive.
- 1.1.2. The standards will help with policy and strategy writing, master-planning, design, and implementations of developments. They can be applied to GI projects and to the management and maintenance of GI.
- 1.1.3. This document can assist in:
  - the improvement of planning policy,
  - framing planning conditions for future planning applications; and
  - shaping project delivery in securing multifunctional GI in the long-term.
- 1.1.4. This document brings together existing guidance, examples of good practices and information on how to meet the GI Standards. That will be laid out in the [Essex Design Guide](#)<sup>2</sup>. Figure 1: An example of the relationship between GI and strategic documents below illustrates the relationship between multifunctional GI and other Strategic documents for Essex.
- 1.1.5. The flow diagram in **Figure 2** provides an overview of what this guidance includes and provides navigation for each of the nine principles and standards:

## 1.2. Who this document is for?

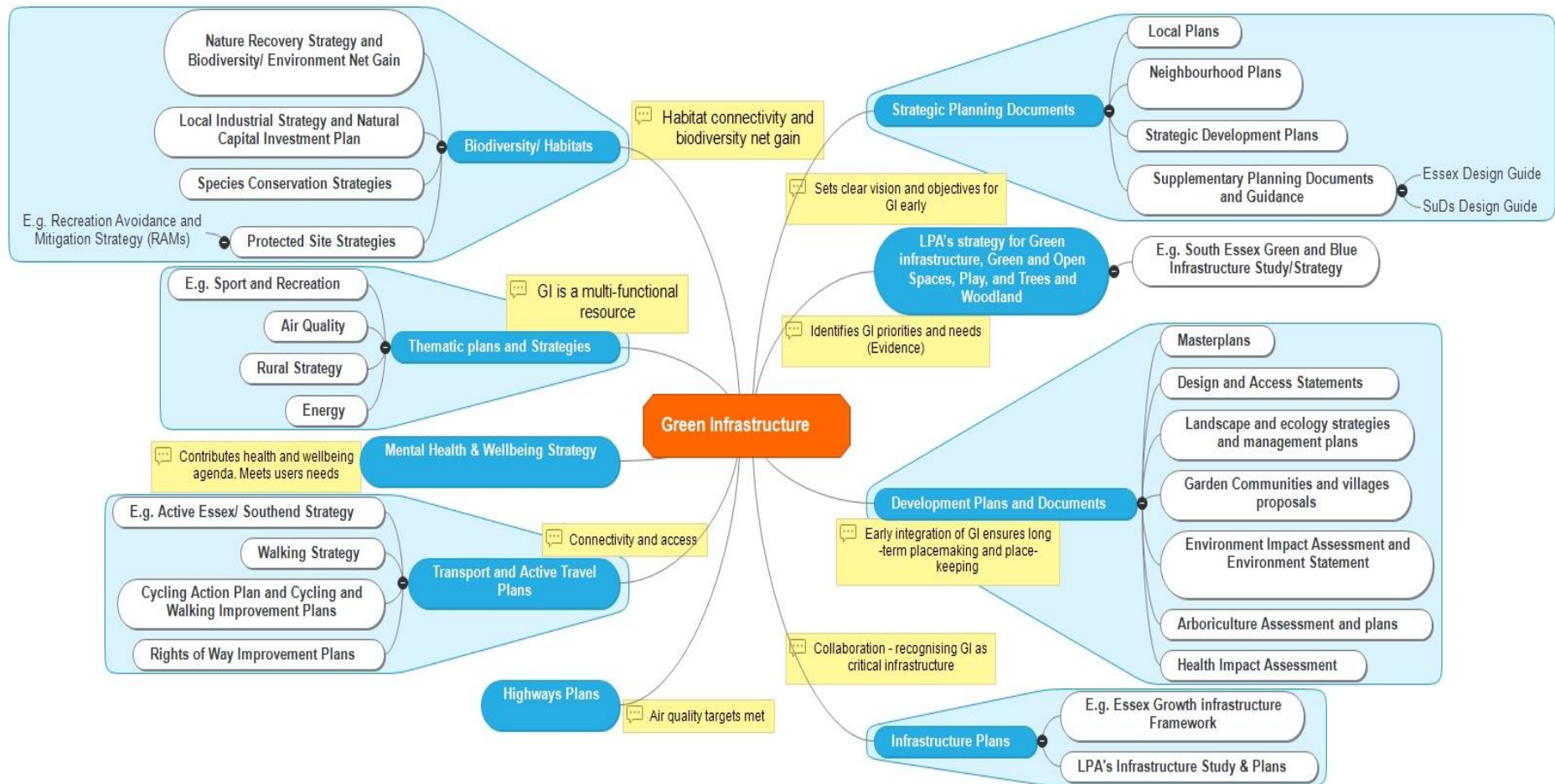
- 1.2.1. This is the technical Essex GI Standards document, content is relevant to professional in the built environment, highways, health, and environment. A non-technical summary document has also been produced for those without specialist knowledge of the subject area.
- 1.2.2. Developers, staff from New Settlements and, Essex Housing, Landscape, Architects/ Designers, Ecologists, Building Control,

Engineers, Essex Highways, Health and Wellbeing and Public Health, Natural Environment, Green Spaces and Country Parks, Flood and Water Management, those involved in long-term management and maintenance, community and amenity groups, and those producing Neighbourhood Plans can use this guide to help understand how multifunctional GI can deliver benefits to both the built and natural environment.

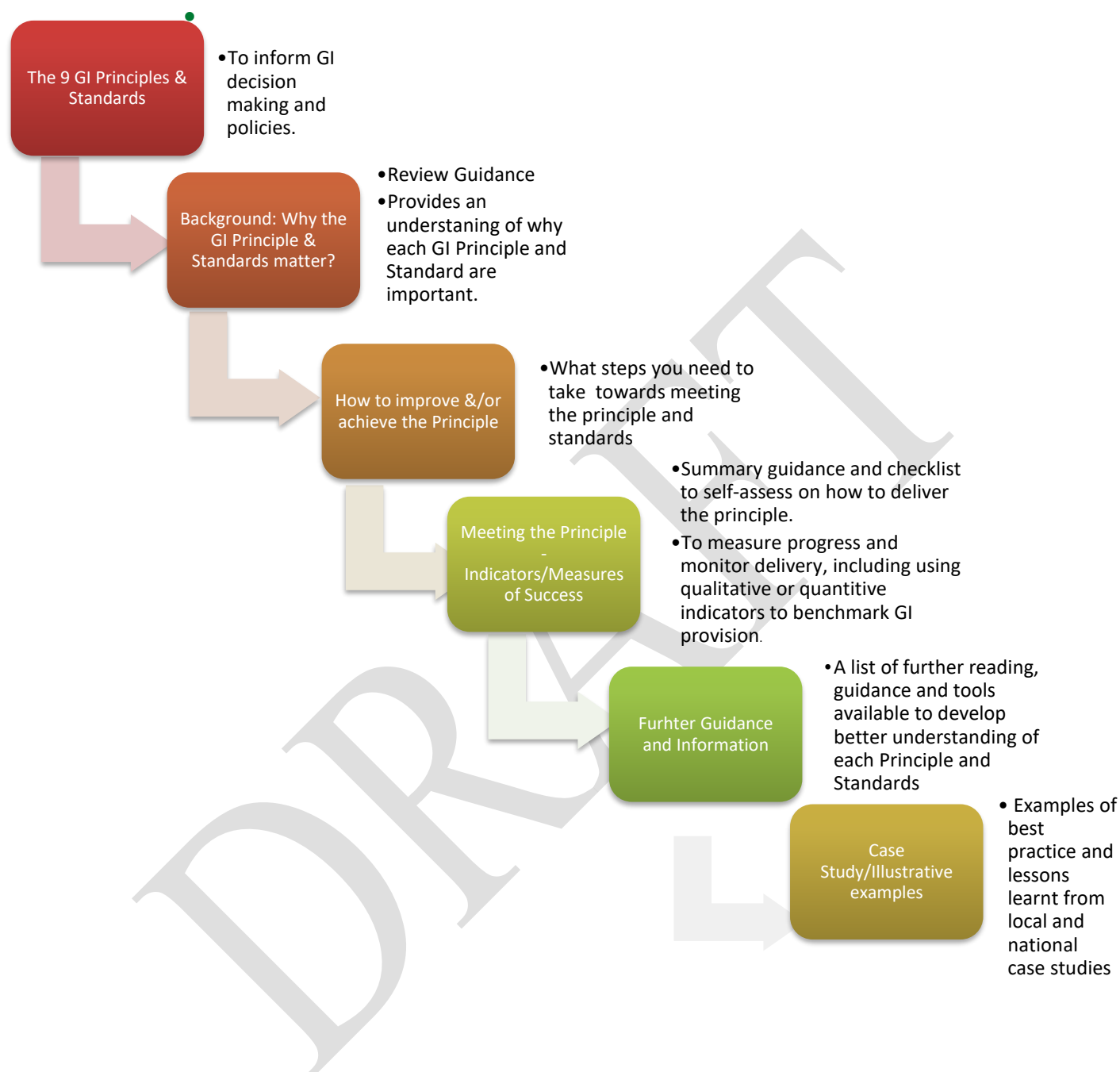
1.2.3. This guidance will also be useful to the 15 Local Authorities Planning and environment departments in Essex (including 2 Unitary Authorities) listed below:

- Basildon Borough Council
- Braintree District Council
- Brentwood Borough Council
- Castle Point District Council
- Chelmsford City Council
- Colchester Borough Council
- Epping Forest District Council
- Harlow Council
- Maldon District Council
- Rochford District Council
- Tendring District Council
- Uttlesford District Council
- Southend-In Sea Borough Council
- Thurrock Council
- Essex County Council

**Figure 1: An example of the relationship between GI and strategic documents**



**Figure 2: Summary of what the guidance includes and how to use each of the principles in this guidance**



## 1.3. Introduction to Green Infrastructure

### What is Green Infrastructure?

- 1.3.1. Green infrastructure can be defined as a carefully planned network of high quality natural and semi-natural assets and habitat types, of green and blue spaces, and other strategic planned environmental features that maintain and deliver our ecosystem services<sup>3</sup>. It provides multifunctional benefits integral to the health and wellbeing of our communities and to the ecology and economy of the county. Green infrastructure is often referred to as a network of these natural and semi-natural assets and spaces, which are joined together connecting urban and rural areas and are habitually strategically planned ([Essex Green Infrastructure Strategy](#), 2020).<sup>4</sup>
- 1.3.2. Green Infrastructure (GI) includes parks and gardens, amenity greenspace, natural and semi-natural urban greenspaces, green corridors, water (coast, rivers, lakes and ponds) and other public spaces as diverse as allotments and city farms.
- 1.3.3. GI is multifunctional (such as flood management, recreation, or/ and habitats) at a range of scales that collectively deliver a range of environmental, social and economic benefits. It is important that the diversity of these functions and benefits is recognised in planning, policy, and decision-making. [Annex C](#) explains why our GI is essential for our social, economic, and environmental wellbeing.
- 1.3.4. The delivery of multifunctional GI to deliver multiple benefits will help Local Planning Authorities and partners to address several key political challenges. This includes
  - **Climate Emergency** – Several Essex local authorities have made a declaration to achieve Net Zero by 2050 and to take action on climate change. In 2020, [Essex Climate Action Commission](#) (ECAC) (an independent commission) was set up to advise on and make recommendations about how Essex can improve the environment and the economy through tackling climate change. This covers 6 themes which include the built environment, transport and land use and GI.

---

<sup>3</sup> Ecosystem services are the benefits provided by ecosystems in the form of goods and services that underpins our economy by producing value for people. These goods/services are classified along four functional categories:

1. Cultural services - the non-material benefits such as recreation, aesthetic and spiritual enrichment
2. Provisioning services – products obtained such as fresh water, food, energy, timber and wood fuel.
3. Supporting services – such as wildlife, nutrient cycle, water cycle, photosynthesis
4. Regulating services – protection from hazards such as the regulation of air quality, climate, flooding and erosion; water purification; disease and pest control and pollination.

<sup>4</sup> NPPF (2020) proposed amendments defines GI as, 'a network of multifunctional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity and quality of life benefits for local communities.'

Good GI will help deliver climate change adaptation and mitigation and contribute to meet our carbon net zero target, as set out in the ECAC report – [Net Zero: Making Essex Carbon Neutral](#).

- **Ecological Emergency** – The need to make space for nature and meet the requirement in the [National Planning Policy Framework](#) (paras 174-5; 179) - Biodiversity Net Gain. An opportunity to showcase how developments can be positive in contributing to nature and creating great places.
- **Public Health / Active Lives Agendas** - Covid19 response to people's health and wellbeing has highlighted the importance for GI.
- **Green Growth Agenda** – To ensure we deliver better placemaking and place-keeping in plans and exemplar developments that people would want to live now and in the future.

## GI Principles and Standards

- 1.3.5. HM Government's 25 Year Environment Plan includes a commitment to develop a National Framework of Green Infrastructure Standards. Natural England have been working with Defra and others to design the Framework. The framework in 2021 includes:
- Fifteen principles of good GI,
  - Process maps to help policy makers, planners, and developers
  - Standards for GI (updated Accessible Natural Greenspace Standards and Urban Greening Factors),
  - National baseline maps of GI with reference to key population and socio-economic data; and
  - Supporting guidance, the Essex GI Standard Guidance builds upon.
- 1.3.6. The Environment Act (2021) puts the 25 Year Environment Plan into law and create a statutory framework for environmental principles and introduce Local Nature Recovery Strategies that will establish priorities and map proposals for specific actions to drive nature's recovery and provide wider environmental benefits.
- 1.3.7. We have built upon and adapted this framework to the Essex context through a series of workshops to ensure that the GI Principles and Standards for Essex are suitable and locally oriented to meet the needs of our county. Essex is a large and varied county where the majority is rural in character, covering approximately 3,676km<sup>2</sup>. It also has significant urban settlements. It borders to the north the counties of Suffolk and Cambridgeshire, to the west the county of Hertfordshire and the Greater London area to the Southwest. A major challenge for Essex is to maintain a healthy natural environment in line with the unprecedented development and population growth, impacts from climate change, ecological and health emergencies we face in Essex, while allowing for meaningful connections between people and nature.





- **An Introduction to the Principle and Standard**
- **Guidance specifically for Development Management**, this includes: -
  - Why the principle and standard matters,
  - How to achieve and/or improve the principle's delivery and,
  - Guidance on meeting the principles, including indicators and measures of success.
- **Guidance specifically for Policy**, this includes: -
  - Why the principle and standard matters,
  - How to achieve and/or improve the principle's delivery and,
  - Guidance on meeting the principles, including indicators and measures of success.
- **Additional resources and further guidance**, including: -
  - Case Studies and illustrative examples and,
  - How to achieve and/or improve the principle's delivery

## 1.5. Application of the Essex GI Standards

- 1.5.1. ECC's Green Infrastructure team will apply the Essex GI Principles and Standards to consultations. These standards can be applied to major developments as outlined in the National Planning Policy Framework (NPPF). Conclusions drawn will inform the responses to planning policy and applications consultations. For further information, please see [1.1.1.1.1.1Annex B](#) that outlines our GI checklist for development.
- 1.5.2. This approach to green infrastructure design, planning and delivery will be promoted where possible and will be the foundation of comments. It is recommended that the principles and standards are applied as early as possible at the design and feasibility stage of policy development and for strategic documents/plans, developments, or projects.
- 1.5.3. The additional [Building with Nature \(BnW\)](#) standards should be applied by developers wishing to deliver exceptional sites across the county. The Building with Nature benchmark is underpinned by a set of 12 standards which, taken together, describe high-quality green infrastructure. The standards extend across the range of challenges and opportunities associated with the design, delivery, and maintenance of GI features, particularly in the context of planning and developing sustainable, healthy and liveable places.
- 1.5.4. ECCs Green Infrastructure team is not a statutory consultee for green infrastructure. Therefore, the weight of the comments provided will be determined by the corresponding district, borough, or city council. The compliance and delivery of GI features will be managed by the planning system.



- 1.5.5. For those second-tier authorities who are interested in adopting this guidance as a supplementary planning document, please contact [greeninfrastructure@essex.gov.uk](mailto:greeninfrastructure@essex.gov.uk) for further information and support.

## 2. ESSEX GREEN INFRASTRUCTURE STANDARDS

- 2.1.1. The “Making Better Planning for Better Placemaking” and “Place-Keeping” workshops held October – November 2020 identified the following Essex GI Principles:



- 2.1.2. These GI principles are the core components needed for delivering better placemaking and place-keeping. These principles were translated into 9 proposed GI standards for Essex as set out in [Table 1: The GI Principles and the corresponding GI Standards for Essex](#). The GI Standards defines the outcome that is required to ensure the GI Principles have been achieved.

**Table 1: The GI Principles and the corresponding GI Standards for Essex**

GI Principles		GI Standards
1.	Mainstreaming and Integration	The Placemaking and Place-keeping policies in Local Plans recognise GI as a key delivery mechanism. GI

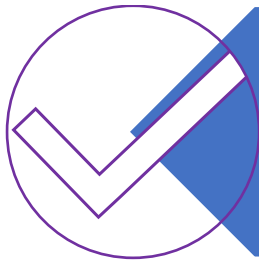
GI Principles		GI Standards
		functions and associated benefits are recognised and valued in key strategic documents and policies, beyond those with an environmental scope.
2.	Evidence-led	The planning, design and delivery of GI is evidence-led using natural capital and ecosystem service assessments, and GI GIS mapping to ensure appropriate place-based GI interventions are being implemented and enhanced.
3.	Multifunctionality	GI interventions are designed, planned and delivered to enhance multifunctionality and deliver multiple benefits to people and biodiversity in both rural and urban areas.
4.	Early Engagement	There is early collaboration and engagement with all relevant stakeholders, partners and communities to support the delivery of effective and connected GI.
5.	Managing different expectations	Differing views need to be identified early and managed effectively and in a transparent manner to secure both short- and long-term outcomes.
6.	Health, Wellbeing and Social Equity	<p>GI is designed to meet different people's needs (including physical and mental health), providing accessibility to GI, green spaces and local amenities, while ensuring GI is inclusive to all. This includes:</p> <ul style="list-style-type: none"> <li>• Targeting GI interventions to those groups and areas most in need as part of a place-keeping agenda.</li> <li>• Reducing health and wellbeing inequalities between different populations e.g. access to green space and ecosystem service benefits.</li> </ul>
7.	Connectivity	GI interventions are designed, planned and delivered and connected across multiple scales; from the wider landscape scale network to more local and neighbourhood scales including green corridors habitat and nature recovery networks to enhance connectivity for people, wildlife and habitats.

GI Principles		GI Standards
8.	Strong policy wording and commitment	Policy for GI is strongly worded with a commitment to positive action(s) as reflected in statutory plans and industry/local guidance and supported by incentives and clear guidance about what success looks like.
9.	Stewardship	The long-term management and stewardship plans are identified at the early stage with the necessary funding and monitoring components in place.

DRAFT

# 3. PRINCIPLE 1: MAINSTREAMING AND INTEGRATION

## 3.1. Standard



The Placemaking and Place-keeping policies in Local Plans recognise GI as a key delivery mechanism. GI functions and associated benefits are recognised and valued in key strategic documents and policies, beyond those with an environmental scope

## 3.2. Guidance for Development Management

### Why does it matter?

- 3.2.1. GI is often pursued in its own environmental silo which results in the submission of planning applications where the delivery of GI is only proposed at singular locations rather than embedded across the whole site.
- 3.2.2. GI needs to be embedded throughout development proposals and projects to reflect its contribution as critical infrastructure for social and economic prosperity.
- 3.2.3. GI provides an important delivery mechanism for dealing with the climate emergency, post Covid-19 recovery plans, health and wellbeing and biodiversity decline.
- 3.2.4. It is important to recognise the role that GI has in both placemaking and place-keeping outcomes. These outcomes usually lie outside the development process, thus making them harder to achieve. Administering the delivery of strategic tools such as Community Infrastructure Levy and Biodiversity Net Gain offer significant potential.

### How to Achieve and/or Improve this Principle?

- 3.2.5. GI needs to be integral design component at the earliest pre-application and masterplanning stages of development to illustrate a strong commitment to the protection and provision of GI on site.
- 3.2.6. Schemes must demonstrate that GI is integral to the distinctiveness of place and designed to protect the local landscape and heritage from the outset.
- 3.2.7. A GI audit (or equivalent) needs to be completed to outline and access the existing site GI. Where possible, existing GI is to be incorporated as part of the design. Where the removal of high value GI is unavoidable then suitable location will need to be identified and replaced to equal or enhanced quality.
- 3.2.8. GI features, where possible, must be connected to the wider landscape GI network within the site and beyond the site boundary. This will prevent habitat fragmentation and enhance environmental net-gain.
- 3.2.9. Another measure of success is the mainstreaming of GI, championing its benefits into several of these strategic documents:

Masterplans

Provide designs for specific spaces within a site.

	<p>They seek multifunctional benefits generated by GI assets.</p> <p>They identify likely management and maintenance costs at the outset and potential design solutions to suit the budget.</p>
Design and Access Statements	<p>A short report accompanying and supporting a planning application. They provide a framework to explain how a proposed development is a suitable response to the site and its setting.</p> <p>It incorporates GI as part of the sites vision. It explains and illustrates the design and phase delivery of GI.</p>
Landscape and ecology strategies and management plans	<p>A management plan details how the protected or otherwise notable species and habitats on site will be protected throughout the construction and operation phases of the proposed development.</p> <p>It will ensure appropriate management and maintenance arrangements and funding mechanisms are put in place to maintain high-quality value and benefits of the GI assets.</p>
Environment Impact Assessment and Environment Statement/ Habitat Regulations Assessment/	<p>An assessment and report of the environmental consequences of a plan, policy, program, or projects. It identifies mitigating measures.</p> <p>It can help identify appropriate measures for avoiding or reducing significant adverse effects on the functionality of existing GI assets however small and can also assist in identifying measures for compensating/off-setting unavoidable significant adverse effects on GI assets to protect the overall integrity of the surrounding GI network.</p>
Strategic Environmental Assessment (SEA) and sustainability appraisal (SA)	<p>SEA is a systematic process for evaluating the environmental implications of a proposed policy, plan or programme and provides means for looking at cumulative effects and appropriately address them at the earliest stage of decision making alongside economic and social considerations. A SA is integral to the preparation and development of a local plan or sustainable development strategy. It helps to identify how sustainable development is being addressed.</p>
Arboriculture Assessment and plans	<p>A tree survey that considers how a proposed development and its associated trees will co-exist and interact in the present and future.</p> <p>It provides recommendations of tree selection as part of wider GI network. It encourages the protection of existing trees and hedgerow as part of the Construction Environment Management Plans. As well as a Schedule of advanced planting to create a landscape structure.</p>

Garden Communities and villages proposals	Aims to provide new housing, infrastructure, jobs and services in sustainable settlements. In its nature GI should be the heart of the proposal and integrated in the vision and throughout every stage of the planning and design.
Health Impact Assessment	It is an assessment used to judge the potential health effects of a policy, programme or project on a population. The assessment will ensure that adequate attention is paid to the role GI plays and accessibility in improving the long-term health of people.

DRAFT



### Meeting the Principle

- 3.2.10. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 3.2.11. The following checklist will help you with the understanding of how to deliver principle 1 and meet the standard.

- Integration – GI is identified as a key design principle that delivers the priorities of local policies as set out in Local and Neighbourhood Plans, GI strategies and other strategic documents (i.e. health and wellbeing and water management).
- Vision – Multifunctional GI is included as part of the wider vision for the development and is designed in light of meeting local policy, priorities and needs.
- Embedding – Embed commitment to GI principles within the masterplan, development design and across core strategic documents, such as Design and Access Statement, Environment Statement, Landscape and GI Strategy/Parameter Plans, Landscape and Ecology Management Plans and Construction Environment Management Plans. This will protect, enhance and create GI and support arrangements for its long-term management.

### Measures of Success

- 3.2.12. If these statements are true for your planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- GI has been identified as integral to place-making and place-keeping and is part of the design process from the outset.
- GI has been embedded in development proposals outside its usual 'natural environment' focus recognising its value as an economic and social asset.
- The impact on GI has been optimised in the delivery of the development proposal.
- The multifunctionality of GI has been optimised in the delivery of the development proposal.

[Return to Development Management Contents](#)

## 3.3. Guidance for Policy

### Why does it matter?

- 3.3.1. GI is often pursued in its own environmental silo which limits its impact on other key standards and may lead to disintegrated policy development.
- 3.3.2. GI priorities and principles need to be embedded into strategic plans, policies and projects reflecting its contribution as critical infrastructure for social and economic prosperity.
- 3.3.3. GI provides an important delivery mechanism for dealing with the climate emergency, Post-Covid recovery plans, health and wellbeing and biodiversity decline. These serve as contemporary political hooks to create initial traction outside traditional environment policy among a wide range of stakeholders.
- 3.3.4. It is important to identify other “hooks<sup>5</sup>” that relate to a particular place, site or key audience. Using hooks to deliver GI helps to achieve all the other standards featured in the guide.
- 3.3.5. It is important to recognise the role that GI has in both placemaking and place-keeping outcomes. These outcomes usually lie outside the development process, thus making them harder to achieve. Here more strategic tools such as Community Infrastructure Levy and Biodiversity Net Gain offer significant potential.

### How to Achieve and/or Improve this Principle?

- 3.3.6. You will need to plan and integrate the GI network with other services and identify the crossover opportunities within their strategic plans and documents. To embed and integrate objectives for GI into a range of local policies, plans, developments and projects, it can be useful for you to develop a simple map of relationships and list of supportive strategic documents as shown in [Figure 1: An example of the relationship between GI and strategic documents \(Section 1.1\)](#). This will assist in.
  - Mapping out where a link exists as well as its strengths.
  - Identify where you need to make new links
  - Defining the specific policy and strategy objectives that may enhance that link

---

<sup>5</sup> Hooks may be defined as any policy or legislative term, duty or priority that relate to a GI function or benefit relevant to a particular user audience

3.3.7. A measure of success is the mainstreaming of GI, championing its benefits into several of these strategic documents:	
Local Plans (outside environment chapter)	<p>Sets out the spatial strategy and identify detailed locations of GI. They identify areas where actions can strengthen the GI network and links.</p> <p>They contain policies that support the incorporation of GI in the design of a new place or regeneration of an existing area.</p>
Strategic Development Plans (outside environmental chapter)	<p>Addresses important land use issues that cross local authority boundaries or involve strategic infrastructure; local plans; and supplementary guidance.</p> <p>Identify the strategic project areas which can embed the wider concept of GI and networks. They designate and protect strategic routes for active travel.</p>
Supplementary Planning Documents and Guidance	<p>Supports the Local Plan and set out more detailed design principles for place-making and ways GI can be included in the design of a new place.</p> <p>They provide a guide to the delivery of a high-quality, well managed GI network.</p>
Neighbourhood Plans	<p>Identifies planning policy for a neighbourhood area to guide future development. It may contain a vision, aims, planning policies, proposals for improving the area or providing new facilities, or allocation of key sites for specific kinds of development.</p> <p>GI is incorporated from an early stage in both the site selection and policy formation processes as an integral part of the wider planning for the area.</p>
Local Planning Authority's strategy for Green infrastructure, Green and Open Spaces, Play, and Trees and Woodland	<p>Identifies actions that are based on their own open space standards or ANGSTs and meet their accessibility, quality and quantity needs. They identify where existing GI could be enhanced and where there may be opportunities to increase GI through new initiatives</p> <p>It sets clear strategic goals for the delivery of multifunctional GI.</p>
Infrastructure Plans	<p>Identifies the infrastructure requirements including social, physical and GI. The plan sets out what is needed, where it is needed and when it is needed.</p> <p>GI is identified as critical infrastructure. Gaps in GI provision identified, providing a framework for new</p>

	development, and determining how existing assets can be used to better effect.
Highways Plans	<p>It gives details of specific funding, activities and projects that will be delivered over a time period.</p> <p>The plan to recognise GI as a critical infrastructure to manage a number of challenges such as air pollution, noise, stormwater runoff, habitat fragmentation etc. The public realm as a green corridor, bridge, tunnel or stepping stone to connect to a wider GI network. It sets out measures for replacing trees removed and schedule for street and urban planting, including mowing of verges for the benefit of biodiversity. Identity GI management and maintenance plans and programmes, recognising GI can be designed to reduce costs (i.e. SuDs).</p>
Transport and Active Travel Plans Walking Strategy Cycling Action Plan and Cycling and Walking Improvement Plans Rights of Way Improvement Plans	<p>Promotes the use of sustainable and active travel. It will provide a basis on influencing how new communities are developed and inform bids for external funding for a range of active travel measures.</p> <p>GI has been planned early through a combined approach. Either retrofitting new or enhanced GI to existing active travel routes or adding to new cycle or walking or bridle paths. Greening routes will make the active travel experience more enjoyable and the use of alternative sustainable modes attractive for all users. Grey-green infrastructure integration e.g., at key transport hubs like railway stations (Cycling facilities like hire, repair/ safe storage).</p>
Mental Health & Wellbeing Strategy	<p>It outlines the priority areas and how through collaboration services and partners can work together to improve people's health and reduce health inequalities that exist in Essex.</p> <p>The strategy demonstrates links to the GI Strategies. It identifies and integrates the health and wellbeing benefits from GI to decision making through the delivery and/or promotion of green care. Green Care is a wide range of treatment programmes using the natural environment as a resource to deliver nature-based activities or encourage healthy living.</p> <p>Through good GI design is can mitigate noise and air pollution, provide</p> <p>Extreme heat adaptation to CC via plants, e.g., evapotranspiration à moderating temperature extremes.</p> <p>Connecting people to nature through providing green</p>

	spaces to relax and enjoy. It also provides more opportunities for an active lifestyle.
Thematic plans e.g. Sport and Recreation Air Quality Action Plan	<p>This includes a number of cross cutting themed action plans and strategies that have explicit linkages in terms of benefits GI can provide. These plans provide a framework and detailed plans outlining actions needed to reach one or more goals/objectives.</p> <p>GI is recognised as a multifunctional resource that delivers a number of benefits that will contribute to meeting the plans objectives.</p>
Local Nature Recovery Strategy and Biodiversity/ Environment Net Gain	<p>It maps out current biodiversity levels and identify opportunities for enhancement to wider Nature Recovery Networks. It identifies areas where off setting could have the most benefit for biodiversity and to consider what habitat types and ecological features would provide the greatest value in a sustainable way.</p> <p>It integrates nature gain strategies into planning and management of all working and cultural landscapes to ensure that new development enhances the environment, contributes to our ecological networks and conserves our precious landscapes. It needs all planning applications to complete the 'Essex Biodiversity Validation Checklist'. As well as how developments and projects can secure net gains for biodiversity as part of GI provision.</p>
Species Conservation Strategies	<p>Guides the protection, conservation and management of particular species at greatest risk.</p> <p>It encourages better management and creation of GI to strategically identify priority areas that can benefit locally native species, focussing on recognised nature conservation priorities. To protect, enhance and create diverse, species-rich, ecologically functional habitats as part of the GI Network and Nature Recovery Networks that benefit the widest range of species possible. GI is included as part of the surveying, planning and zoning and developing measures to mitigate or compensate for any impact on the species.</p>
Protected Site Strategies	<p>Seek to achieve a similar purpose to the Species Conservation Strategies in respect of protected sites. It provides a more strategic approach to the complex challenge of protecting and restoring species and habitats at risk while enabling much needed development.</p>

	GI is designed and delivered to addresses the requirement to provide suitable avoidance or mitigation measures to manage any potential impacts of growth on protected sites.
Green Belt Policy	Green Belt policy is to prevent urban sprawl by keeping land permanently open; the essential characteristics of Green Belts are their openness and their permanence.
Local Industrial Strategy, and Natural Capital Investment Plan	<p>It sets out a clear framework and evidence base, that allows for the complexity of investments in natural assets (in terms of scale, type and service provision) to be accommodated and managed in a practical way.</p> <p>The Strategy recognises GI as a type of natural capital delivering a range of functions and benefits. This includes GI contribution to economic growth and green job creations, protecting infrastructure and industrial supply chain from climate risks, and providing opportunities for environmental net gain through the planning system. This will increase competitive advantage of a local economy by creating healthy places people want to live, work and visit.</p>

### Meeting the Principle

- 3.3.8. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 3.3.9. The following checklist will help you with the understanding of how to deliver principle 1 and meet the standard.
- Integration - Assess where you are now with current policy, objectives and principles for GI. Develop your list of supporting documents. Identify and strengthen and maintain links between GI and local policy, plans, strategy, development and projects.
  - Vision - Set out the role GI can play in delivering across the spectrum of policy and other strategic documents.
  - Embedding - Embed commitment to GI principles across your policy, strategy and other strategic documents. This will protect, enhance and create GI and support arrangements for its long-term management.
  - Performance - Develop arrangements for the monitoring and review of local GI ambitions. This will ensure they remain relevant to the delivery of local policy, strategy and strategic document.
- 3.3.10. Use the [Green Infrastructure Policy Assessment tool](#) (criteria A-C) (Northumbria University 2019) to assess the mainstreaming outcomes. Ensure that GI is embedded outside the environmental chapter (See [Principle 8: Strong Policy Wording and Commitment..](#) GI Planning Policy Assessment Matrix).

### Measures of Success

- 3.3.11. If these statements are true for your policy/ planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):
- GI has been identified as integral to place-making and place-keeping and is part of the design process from the outset.
  - There is breadth as well as depth of policies – that provide full coverage of a range of GI functions and benefits.

[Return to Contents for Policy](#)



## 3.4. Further Guidance and Information

### Case Studies/ Illustrative Examples

- 3.4.1. [Annex A](#) includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regard to mainstreaming and integration, please see:

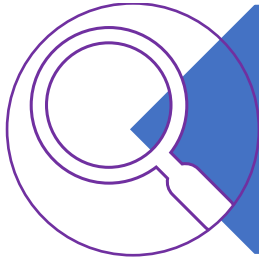
- South Downs National Park 2014-2033
- Essex Green Infrastructure Strategy
- Essex Design Guide
- Maldon District Design Guide

### External Resources

- 3.4.2. Perfect Expert Paper 3: What does good green infrastructure policy look like?; 2020:  
[https://www.interregeurope.eu/fileadmin/user\\_upload/tx\\_tevprojects/library/file\\_1592825117.pdf](https://www.interregeurope.eu/fileadmin/user_upload/tx_tevprojects/library/file_1592825117.pdf)
- 3.4.3. Green Infrastructure in South Worcestershire: Mainstreaming the Concept; Natural England, 2012 (Chapter 9 pages 87 – 107):  
<http://publications.naturalengland.org.uk/publication/46011>
- 3.4.4. The Green Book guidance - embedding natural capital into public policy appraisal; Natural Capital Committee, 2020 Pages 9, 27-28):  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/937652/ncc-green-book-advice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/937652/ncc-green-book-advice.pdf)

## 4. PRINCIPLE 2: EVIDENCE-LED.

### 4.1. Standard



The planning, design and delivery of GI is evidence-led using natural capital and ecosystem service assessments, and GI GIS mapping to ensure appropriate place-based GI interventions are being implemented and enhanced.

DRAFT

## 4.2. Guidance for Development Management

### Why does it matter?

- 4.2.1. Evidence is essential for understanding the current provision and value of GI for assessing the requirements and priorities of an area.
- 4.2.2. An evidence-led approach helps make better and more defensible decisions, informing action that has the desired impact.
- 4.2.3. An evidence-led approach involves using the best evidence available but in a proportionate manner.
- 4.2.4. Evidence should be recent and reliable data according to industry best practice.
- Evidence-led means the use of the best available data, information and knowledge to help make decisions.
  - Evidence is any information that can help shape and inform your activity.
  - Evidence can be quantitative (e.g. facts and figures, data, measurements, statistics, targets, monitoring data, information on the economic value of GI, cost: benefit ratios).
  - Evidence can be qualitative (e.g. people's survey responses, description of landscape character, drivers or policy needs).
  - Ideally evidence should incorporate both quantitative and qualitative data sources.
  - It is important to combine evidence from a broad range of sources – reflecting the multifunctional nature of GI.
- 4.2.5. Good quality, relevant and up to date evidence underpins all standards here.

### How to Achieve and/or Improve this Principle?

- 4.2.6. GI needs to be integral design component at the earliest pre-application and masterplanning stages of development to illustrate a strong commitment to the protection and provision of GI on site. For more information regarding this, please see: [Principle 1: Mainstreaming and Integration](#)
- 4.2.7. A GI audit (or equivalent) needs to be completed to outline and access the existing site GI. Where possible, existing GI is to be incorporated as part of the design with strongly worded commitments for this made. Where the removal of high value GI is unavoidable then suitable location will need to be identified and replaced to equal or enhanced quality.

Again, strongly worded commitments for the mitigation of GI lose are expected.

4.2.8. Early engagement with stakeholders is expected and will help to identify and bring together evidence and resources available and establish any gaps. A Community GI Needs Assessment can cut across multiple local services. It can help to inform local policy, strategy, design and investment in GI. Doing such an assessment will ensure the capability to deliver specific community needs and aspirations. For example, by providing opportunities for improved health and well-being and access to nature. As part of the assessment, you will need to identify the key issues and drivers, such as health inequalities, climate change etc. Undertake a GI audit to assess what GI is present and its value in terms of the functions and benefits they provide. Identify what resources is currently available and any gaps. Then understand what the community need, if using LPAs accessibility, quality and quantity standards, [Accessible Natural Green Space Standard](#) (ANGSts) and/or [Urban Greening Factor](#). As well as through community engagement and consultation (see [Principle 4: Early Engagement](#)). You will need to review and consolidate the data gathered. From this develop a community action plan, which prioritise needs and can inform local plans and GI strategies.

4.2.9. Proposals are expected to be informed by existing data and strategies. For example, the [Essex Green Infrastructure Strategy](#), [South Essex Strategic Green and Blue Infrastructure-Study and Green Essex StoryMap](#), [GIS spatial analysis](#) (as shown in [Case Study 5](#)). In addition, Some Local Planning Authorities have undertaken green/open space, play, sport and infrastructure assessment/study. An alignment with 'Local and County GI resources and evidence' will enable a coordinated approach to securing multifunctional GI across Essex and meet common priorities.

4.2.10. A Biodiversity Metric should be used to calculate biodiversity losses and gains for terrestrial and/or intertidal habitats. This evidence-led approach will ensure development proposals result in biodiversity net-gain.

### **Meeting the Principle**

4.2.11. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### **Indicators**

4.2.12. The following check list provides guidance on taking an evidence-led approach:

#### 4.2.13. Step One: Evidence Planning, Gathering and Analysis

- Identify a plan as a starting point in terms of the results being sought and develop a framework on how the results will be achieved, who by and for what purpose.
- Engage with key stakeholders and experts gathering local knowledge and evidence.
- Undertake an audit of existing GI within the site boundary, identifying existing GI assets, areas for improvement and opportunities to meet gaps in provision in response to local need, that contributes to a wider GI landscape network.
  - A baseline of existing GI assets through either Local Planning Authorities own data or Green Essex StoryMap or Natural England's national GI mapping to provide a consistent local/ national baseline.
  - A desktop scoping exercise using key search terms in academic databases and by following citations. Search terms related to GI (e.g. greenspace, Water (blue infrastructure), parks, biodiversity, street trees, woodlands), and associate benefits (e.g. health and wellbeing etc.). To provide further evidence to the value of GI in terms of the current functions and benefits those assets are delivering (ecosystem service – economic, social and environment).
- Ensuring careful interpretation of the evidence is taken (e.g. as to what findings really mean/show) and adequate attention is taken to applying it in practice.
- You may need to do further community engagement and consultation to engage in stakeholder knowledge and to assess community needs for GI.

#### 4.2.14. Step two – Landscape/ GI Parameter Plan;

- Broadly indicating location, quantum, multifunctionality, and connectivity of GI features within the development.
- How new GI features have been designed in response to existing features delivering multifunctionality, within the development and in the wider area;
- How existing green infrastructure features that characterise the local environment are retained and protected, in particular where this includes irreplaceable natural habitat, such as ancient woodland;
- The development demonstrates: a clear commitment to deliver GI across different phases of construction and an indication of the preferred options for management and maintenance is secured through conditions attached to the development form part of the determination of outline planning permission.

#### 4.2.15. Stage Three – Full Planning Application

- As above, existing and new GI that respond to local or national policy and how these have been retained and protected, or enhanced to deliver wider environmental net gain;
- GI Plan/ Landscape and Ecology Management Plan or equivalent detailing an options appraisal of the preferred work schedule,

maintenance activities/frequencies and responsibilities for a minimum of 10 years and funding mechanism for long-term management of GI.

- Documentation provided relating to GI conditioned as part of the determination at outline, such as GI Strategy, Landscape and Ecology Management Plan, Construction Environment Management Plans.

#### 4.2.16. Stage Four – Reserved Matters

- As above, plus any documentation conditioned as part of the approval.
- If quantum, location, functionality and connectivity of GI has changed from Outline and/or Full application stages this will need to be justified.
- Any further documentation relating to securing the long-term management and maintenance, and monitoring and remediation, of GI.

### Measures of Success

4.2.17. If these statements are true for your planning application, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- Development proposals demonstrate an evidence-led approach, through the provision of a proportional, relevant, up to date and accessible evidence base. This can take the form of an assessment of existing GI assets, GI Parameter maps, Relevant surveys of public preferences and priorities can be used as part of the evidence base.
- Biodiversity net gain calculation should capture both quality and quantity metrics.
- Environment Impact Assessment, Scoping Opinion and Environment Statement identify appropriate measures for avoiding or reducing significant adverse effects on the functionality of existing GI assets however small and also assist in identifying measures for compensating/off-setting unavoidable significant adverse effects on GI assets to protect the overall integrity of the surrounding GI network (including the number of designated sites in neighbouring area).

[Return to contents for Development Management](#)

## 4.3. Guidance for Policy

### Why does it matter?

- 4.3.1. The NPPF, Paragraph 31 requires that “The preparation and review of all policies should be underpinned by relevant and up-to-date evidence...”
- 4.3.2. Evidence is essential for understanding the current provision and value of GI for assessing the requirements and priorities of an area.
- 4.3.3. An evidence-led approach helps make better and more defensible decisions, informing action that has the desired impact.
- 4.3.4. An evidence-led approach involves using the best evidence available but in a proportionate manner.
- 4.3.5. An evidence-led approach avoids policy on presumption or anecdotes, assumptions and personal experience or other sources that are not robust.
- 4.3.6. Evidence should be recent and reliable data according to industry best practice.
- Evidence-led means the use of the best available data, information and knowledge to help make decisions.
  - Evidence is any information that can help shape and inform your activity.
  - Evidence can be quantitative (e.g. facts and figures, data, measurements, statistics, targets, monitoring data, information on the economic value of GI, cost: benefit ratios).
  - Evidence can be qualitative (e.g. people’s survey responses, description of landscape character, drivers or policy needs).
  - Ideally evidence should incorporate both quantitative and qualitative data sources.
  - It is important to combine evidence from a broad range of sources – reflecting the multifunctional nature of GI.
- 4.3.7. Good quality, relevant and up to date evidence underpins all standards here.

### How to Achieve and/or Improve this Principle?

- 4.3.8. Evidence is required to inform all statutory and non-statutory plans, policies, projects and programmes. It is recommended that you prioritise evidence gathering requirements and undertake an evidence audit and gap analyses to inform an action plan for evidence gathering. Evidence



must be proportional, however. In some case, there may be a need for you to take a strategic approach and commission new evidence, to address any evidence gaps as sometimes the assessment of the “best available evidence” can result in the conclusion that there is not enough evidence to make a good decision. For example, the cost for GI long term maintenance.

- 4.3.9. There is an opportunity to pool resources, such as data, staff time etc and available tools and strategies. For example, the [Essex Green Infrastructure Strategy](#), [South Essex Strategic Green and Blue Infrastructure-Study](#) and Green Essex StoryMap, GIS spatial analysis (Please see [1.1.1.1.1.1Annex A, Green Essex StoryMap](#) for more details). Some Local Planning Authorities have undertaken green/open space, play, sport and infrastructure assessment/study. An alignment with ‘Local and County GI resources and evidence’ will enable a coordinated approach to securing multifunctional GI across Essex and meet common priorities. Through early engagement with stakeholders will help to identify and bring together evidence and resources available and establish any gaps (see, [Principle 4: Early Engagement](#)).
- 4.3.10. A Community GI Needs Assessment can cut across multiple local services. It can help to inform local policy, strategy, design and investment in GI. Doing such an assessment will ensure the capability to deliver specific community needs and aspirations. For example, by providing opportunities for improved health and well-being and access to nature. As part of the assessment, you will need to identify the key issues and drivers, such as health inequalities, climate change etc. Undertake a GI audit to assess what GI is present and its value in terms of the functions and benefits they provide. Identify what resources is currently available and any gaps. Then understand what the community need, if using LPAs accessibility, quality and quantity standards, [Accessible Natural Green Space Standard](#) (ANGSts) and/or [Urban Greening Factor](#). As well as through community engagement and consultation (see [Principle 4: Early Engagement](#)). You will need to review and consolidate the data gathered. From this develop a community action plan, which prioritise needs and can inform local plans and GI strategies.
- 4.3.11. The North West region developed 5 steps to delivering a [GI strategy in 2008](#). These steps include:
- Form a GI partnership (pre-cursor to good and comprehensive evidence gathering).
  - GI Audit – knowing what assets you got and what information you have about the assets & where you need to close gaps before you can proceed.

- Functionality assessment – what benefits do the assets provide? (including spatial analysis).
- Needs assessment - what are the policy needs? What are the community needs? (including spatial analysis).
- Action/ implementation/ Intervention Plan (directly or via policy setting).

### Meeting the Principle

- 4.3.12. The indicators below provide examples of what you can do to meet this principle and describe what delivering well against this principle looks like.

### Indicators

- 4.3.13. The following check list provides guidance on taking an evidence-led approach:

#### 4.3.14. Step One: Evidence Planning

- Identify a clear goal and objectives as a critical starting point in terms of the results being sought and develop a framework on how the results will be achieved, who by and for what purpose.
- Think about what form(s) of evidence will be most persuasive tailored to your audiences.
- Explore partnerships with key stakeholders identifying who has the skills and knowledge and evidence already as well as who can support new evidence activities.
- Make time for exploratory (or inductive) research and review what's been done before, building on earlier work, rather than starting from scratch.

#### 4.3.15. Step 2: Evidence Gathering

- Undertake an evidence needs assessment - You can use data and analysis to develop a spatial plan of where you need to improve local GI provision – opportunity mapping and help you to inform your strategic GI network. This will include the following:
  - Create a baseline of existing GI assets through either your own or Green Essex StoryMap or Natural England's national GI mapping to provide a consistent local/ national baseline.
  - Using organisational data available.
  - Undertake a desktop scoping exercise using key search terms in academic databases and by following citations. Search terms related to GI (e.g. greenspace, Water (blue infrastructure), parks, biodiversity, street trees, woodlands), and associate benefits (e.g. health and wellbeing etc.).

- To provide further evidence to the value of GI in terms of the current functions and benefits those assets are delivering (ecosystem service – economic, social and environment).
- You will need to select benchmarks and standards- Such as [Accessible Natural Green Space Standards](#), [Urban Greening Factors](#) and [Building with Nature](#).
- You can use these to assess community needs for GI and monitor the supply of functions. Select those that are most relevant to your local area.
- You may need to do further community engagement and consultation to engage in stakeholder knowledge.
- The priorities and needs of communities (demand, i.e. health, climate change adaptation, recreation, aesthetic).

#### 4.3.16. Step three – Analysis data and prioritise

- You will need to review and consolidate the data gathered
- Ensuring careful interpretation of the evidence is taken (e.g. as to what findings really mean/show) and adequate attention is taken to applying it in practice.
- By appraising by critically judging the trustworthiness and relevance of the evidence.
- Cross checking with stakeholders for agreement.
- Develop a community action plan, which prioritise needs.
- This will help to inform local plans and GI strategies.
- Develop plans that conserve assets currently providing important benefits.
- Enhance those assets so that they deliver more functions and benefits.
- Create new assets in areas of identified deficiency.
- The evidence from this assessment will help you to inform your strategic GI network.

#### 4.3.17. Step four - Monitoring and evaluation

- Monitoring and evaluation of the evidence to check it is up to date. The need for up to date may vary depending on the type of data. For instance, community needs may change more quickly, so need updating. As communities and their environments are dynamic and change over time. Although GI will also need to develop with the community over time to ensure it continues to provide for their needs - the existing GI network is likely to change relatively slowly.

## Measures of Success

- 4.3.18. If these statements are true for your policy/ planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):
- Statutory plans, planning policy, industry/local guidance, development proposals and projects demonstrate an evidence-led approach, through the provision of a proportional, relevant, up to date and accessible evidence base. This can take the form of need, demand and supply assessments such as an assessment of existing GI assets, maps, community needs assessment action plan and diagrams that identify opportunities to protect and enhance existing, and create new GI assets, that deliver multiple functions and benefits.
  - Relevant surveys of public preferences and priorities can be used as part of the evidence base.
  - Natural capital assessments should capture both quality and quantity metrics.
  - A monitoring and evaluation process is in place to review and update evidence.

[Return to Contents for Policy](#)

## 4.4. Further Guidance and Information

### Case Study Examples

- 4.4.1. [1.1.1.1.1.1.1.1.1Annex A](#) includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regards to evidence-led, please see:

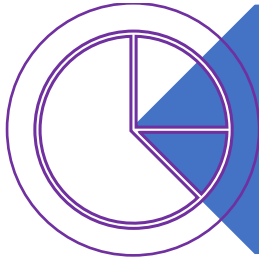
- [Green Essex StoryMap](#)

### External Resources

- 4.4.2. North West Green Infrastructure Guide; North West Green Infrastructure Think Tank, 2008:  
<http://www.greeninfrastructurenw.co.uk/resources/GIguide.pdf>
- 4.4.3. National Character Area Profiles, 2014 (East of England, 81, 82[AONB], 86 & 111): <https://www.gov.uk/government/publications/national-character-area-profiles-data-for-local-decision-making/national-character-area-profiles>
- 4.4.4. For further links to useful resources of evidence on the benefits of GI or tools to get statistics, opportunity mapping etc see [Appendix 3 :Additional Resources](#).

# 5. PRINCIPLE 3: MULTIFUNCTIONALITY.

## 5.1. Standard



GI interventions are designed, planned and delivered to enhance multifunctionality and deliver multiple benefits to people and biodiversity in both rural and urban areas.

DRAFT

## 5.2. Guidance for Development Management

### Why does it matter?

- 5.2.1. All too often plans, and projects are designed and delivered to address one problem identified within in its own silo whereas there may be considerable scope to design solutions that deliver multiple benefits. The multifunctionality of GI is an important asset here to help identify multiple benefits to solve different challenges.
- 5.2.2. A healthy environment is a living network that provides multiple functions delivering multiple benefits to people such as health and wellbeing, cleaner air, active travel, and local food production.
- 5.2.3. Interactions between functions serve the requirements of local economics, the environment and wider society.
- 5.2.4. Most grey infrastructure has a single function which limits the benefits that can occur.
- 5.2.5. A well-planned and managed GI can help Essex meet and respond to these challenges, e.g. in the context of a “Green Recovery” in response to the 2020 pandemic.

### How to Achieve and/or Improve this Principle?

- 5.2.6. You will need to outline a commitment to the delivery of multifunctional GI in development proposals and projects. Here the identification of relevant hooks is important within/outside the usual environmental domains as detailed below: -
- 5.2.7. **Enhancing biodiversity/environmental net gains** - Biodiverse environments are the foundation for the flow of other benefits. Mandatory Biodiversity Net Gain will be implemented through the planning system (i.e. Development management procedures in accordance with Local Plan policy) with a consistent approach for developers to follow which makes it a key policy hook. Furthermore, there is a role for local planning authorities/developers concerning strategic planning and development management to capture wider environmental gains. Both biodiversity and environment net gain deliver multiple benefits that impact on economic and social health and wellbeing.
- 5.2.8. **Creating place identity and character** – Good planning requires creating a strong place identity for an area. GI forms a critical component of this jigsaw. There is a need to recognise the role planning and the public realm (i.e. highways) has in the protection and improvement of GI to enhance the character, quality and create a sense



of place. It gives people a role in public space, enhancing a sense of ownership and pride.

- 5.2.9. **Providing recreation for all ages and abilities** - GI provision should improve equity allowing all residents access to quality green space. Often it is economically disadvantaged communities that have poorer health and educational outcomes. These communities also have the lowest levels of access to nature. Some areas may not always be well served due to settlement evolution and the presence of barriers to access, such as roads and people's perception of accessibility and its inclusivity. More detail on this under [Principle 6: Health, Wellbeing And Social Equity](#).
- 5.2.10. **Improving Health and wellbeing** - Access to nature-rich environments and green space has a positive impact on health and wellbeing. Access to good quality parks and green spaces at all scales is important. It ensures that most people can experience nature and lead more active and healthy lives. GI can help tackle the obesity and inactivity crisis and thereby preventing many illnesses including cancer, heart attacks and strokes (these are the 3 biggest killers in the UK). More detail on this under [Principle 6: Health, Wellbeing And Social Equity](#).
- 5.2.11. **Natural flood and water management and sustainable drainage integrated as part of green space, highways and other provision** - Flooding remains one of the most frequent natural hazards in Essex and is predicted to experience an increase in flooding, extreme weather events and summer droughts through climate change. GI provides significant opportunities to deliver space for water and natural options for flood alleviation and water management.
- 5.2.12. **Climate change adaptation and mitigation** - As the climate changes, the UK needs to plan for more extreme weather events. Practitioners should design, implement and manage GI to provide natural solutions to climate challenges. Here nature recovery networks and improved connectivity become key to help wildlife move and adapt. They will also reduce carbon emissions helping to meet net-zero carbon targets. GI also reduces urban heat by cooling the air.
- 5.2.13. **Improving Air Quality** - GI also cleans the air we breathe by filtering particulates. Planting of GI to create attractive environments that will incentivise active travel, such as walking, cycling and horse riding. Use GI to create vegetation barriers that reduce the public's exposure to what is emitted. Avoid putting barriers in the wrong places – adopting the 'Right Tree, Right Place' philosophy.

- 5.2.14. Increasing economic activity (including agricultural)/ educational/volunteering opportunities - GI can support regeneration and add value to economic activity.
- 5.2.15. **Commercial and Industry** – High-quality environments with natural green spaces are attractive to people. They attract investment and support businesses. GI is an investment in an area's natural capital. This generates multiple services, benefits and returns on investment.
- 5.2.16. **Education** - GI provides learning opportunities as an 'outdoor classroom' relevant to both the National Curriculum and lifelong learning (e.g. forest schools and Continuing Professional Development). It is a valuable educational resource and has the potential to improve educational achievement, through improved concentration and self-esteem.
- 5.2.17. **Promoting both direct and recreational active travel routes** - Essex GI network can be used as a viable and sustainable transport option. In support of Health and Wellbeing, and the transport authority's promotion of active travel through walking, cycling, horse riding and other physical activity. Greening routes can be creatively designed to be accessible for all through the delivery of multi-user routes, to encourage leisure use, as well as providing commuting routes to work and school.
- 5.2.18. **Providing local access to food production opportunities (i.e. orchards and allotments)** – There is a growing concern around food security and access to orchards and allotments can be utilised for food production, whilst providing several therapeutic benefits.

### Meeting the Principle

- 5.2.19. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 5.2.20. The following check list provides guidance on what GI Benefits will need to be considered to deliver all or some of the outcomes listed above in section 5.2.7-5.2.18:
- 5.2.21. Understand the local role that GI can play in meeting the outcomes listed above.
- 5.2.22. Biodiversity/environmental net gains -
- Integrate GI planning with nature recovery for biodiversity. For example, make connections between GI Strategies and Local Nature Recovery Strategies; (e.g. wildlife corridors and green corridors for human recreation).

- Check links between GI and Biodiversity Net Gain (BNG). Incorporating GI into development can help to deliver wider Environmental Net Gain. BNG contributions could also help to finance investment in both on and offsite GI and the enhancement of existing GI (such as parks and greenspace).
- The design and implementation of GI should achieve a measurable increase in biodiversity. That means, achieving a Biodiversity Net Gain through the creation, enhancement and connectivity of new and existing habitats. A local nature recovery strategy should inform GI planning and delivery. It will set out principles for restoring and enhancing biodiverse and well-functioning ecological networks designed to deliver multiple benefits based on identified need.
- Essex already requires all planning applications to Essex County Council to complete the 'Essex Biodiversity Validation Checklist' . This checklist also offers guidance on how to submit the appropriate level of information about biodiversity, and further evidence that may be required, when making a planning application.

#### 5.2.23. Place identity and character –

- Promote the improvement of the public realm through GI to contribute to the reduction of pollutions and improve character and sense of place.
- Ensure that lost or degraded environmental features are compensated for by restoring or creating environmental features that are of greater value to wildlife and people.
- Explore opportunities to greening town centres.

#### 5.2.24. Recreation for all ages and abilities –

- See [Principle 6 Health, Wellbeing and Social Equity Section 8.2](#) for more details

#### 5.2.25. Health and wellbeing -

- See [Principle 6 Health, Wellbeing and Social Equity Section 8.2](#) for more details

#### 5.2.26. Natural flood and water management and sustainable drainage integrated as part of green space, highways, and other provision –

- Promote the use of nature-based solutions as a hierarchy priority. Including consideration of:
  - Vegetated sustainable drainage systems.
  - Natural flood management at a catchment scale, including watercourses and coastal areas.

- All development proposal should incorporate SuDS and natural flood management.
- Development should include biodiversity and open space provision, which will enhance biodiversity and provide aesthetic and amenity value, and safe public access. These designs should draw on national and local best practice guidance and must comply with requirements set out in the Essex SuDS Guide and national policy.

5.2.27. Climate change adaptation and mitigation (Inc. Air quality) -

- Create a strong link to carbon reduction and nature-based solutions. This will support climate change adaptation and mitigation, including consideration of:
  - Management techniques. This should demonstrate multifunctional GI solutions to flood and water management.
  - Tree planting, street trees, green roofs and other permeable vegetated surfaces; Use of tree pits and cells in hard surface areas to combine SuDs and secure the trees survival/
  - Interventions that support carbon storage, cooling effect and improved air quality such as tree planting.
  - Interventions that support carbon reduction such as active travel routes (for walking, cycling and horse-riding), or renewable energy generation (e.g. ground-source heat pumps, renewables or bioenergy). An example of a project that provides a dashboard to identify greenspace sites across Scotland according to their potential suitability for a range of green energy generation technologies is Greenspace Scotland ParkPower.

5.2.28. Economic activity (including agricultural)/ educational/volunteering opportunities -

- Consider how GI can contribute to regeneration and supporting a green economy.
- Developments to enhance educational premises for environmental education and biodiversity or open links to green spaces to provide access for existing schools.
- Promote environmental education for encouraging hands-on stewardship or restoration of GI, as well as provide opportunities for programmes such as Forest Schools and further education courses.
- Explore opportunities to work with the agricultural community to delivery GI benefits in their sustainable land management practices.

5.2.29. Promoting both direct and recreational active travel routes –

- GI must be designed into spaces to ensure that it is consistent with active design principles and good natural surveillance to promote community safety.
- Sustain and improve existing Greenways, Public Rights of Way and Highways GI network, working in collaboration with partners and engaging and involving Parish Councils and communities.
- New development will use appropriate GI design and its multi-functions that will enhance the quality, ease of accessibility, inclusivity and connectivity to green spaces, local amenities and across the development that is accessible to all
- To ensure connection to exiting and/or creation on new direct and recreational routes are accessible to all vulnerable road users, including equestrians.

5.2.30. Enhanced landscape character and design –

- Ensure that individual features (e.g. SuDs, Bird Boxes, trees etc.) contribute to a multifunctional network of GI operating at a landscape-scale.
- GI designed to reflect the local environment and positively contributes to local identity and landscape character.
- Strategic elements of the GI framework are brought forward in phase one of a development to create a landscape structure.

5.2.31. Minimising environmental impacts (i.e. Soil quality and Nutrient Cycles) –

- Assess opportunities for woodland creation and vegetation planting to help manage sediment and diffuse phosphate pollution by identifying the main sources and pathways of delivery to watercourses.
- Ensure GI is considered in the Environmental Impact Assessments.
- GI is designed and implemented to meet current good practice relating to environmental impacts through the consideration of the selection of species (e.g. trees) and planting design to address air quality, soil erosion, noise and light pollution.

5.2.32. Local access to food production opportunities (i.e. orchards and allotments) -

- Opportunities for food production needs to be considered as part of the green/open space provision that is delivered through a range of publicly accessible features, such as allotments, community orchards, community gardens, in addition to the provision of private gardens.
- Identify suitable areas for food cultivation, that provide access to all.

### Measures of Success

5.2.33. If these statements are true for your planning application, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- Development proposals demonstrate multifunctional GI solutions to key planning challenges and good multifunctional GI design to that deliver multiple GI benefits .
- Delivery of the development comprises of a range of multifunctional features from the indicators above, while smaller developments to comprise of a minimum of single GI multifunctional element that contributes to a wider GI network. For example (not exhaustive):
  - All development proposals incorporate SuDS and natural flood management techniques that demonstrate multifunctional GI solutions to flood management. This includes biodiversity and open space provision, which will enhance biodiversity, natural capital and provide aesthetic and amenity value, and safe public access.
  - Street trees provide shade for buildings and people, flood and water management and stepping stone/ green corridor for wildlife.
  - Play areas to provide natural play for health and wellbeing, learning, biodiversity enhancement and flood and water management.
- The development has delivered environmental and/ or biodiversity net gain contributing to local environmental targets and has made provision for on-going monitoring to identify and remediation mitigation measures where it has been unsuccessful in achieving defined biodiversity targets and landscape-scale conservation priorities.

[Return to contents for Development Management](#)

## 5.3. Guidance for Policy

### Why does it matter?

- 5.3.1. In Local Plan site allocations, GI is often considered in silo to both other required infrastructure and the wider landscape and GI network in the side and beyond the boundary. However, there may be considerable scope to design solutions that deliver multiple benefits. The multifunctionality of GI is an important asset here to help identify multiple benefits to solve different challenges.
- 5.3.2. National Planning Policy Framework (NPPF) Para 169. Major developments should incorporate sustainable drainage systems unless there is clear evidence that this would be inappropriate. The systems used should: a) take account of advice from the lead local flood authority; b) have appropriate proposed minimum operational standards; c) have maintenance arrangements in place to ensure an acceptable standard of operation for the lifetime of the development; and d) where possible, provide multifunctional benefits.
- 5.3.3. NPPF paragraph 130 ensures that developments both visually attractive as a result of good architecture, layout and appropriate landscaping and are sympathetic to the surrounding landscape character.
- 5.3.4. A healthy environment is a living network that provides multiple functions delivering multiple benefits to people such as health and wellbeing, cleaner air, active travel and local food production.
- 5.3.5. Interactions between functions serve the requirements of local economics, the environment and wider society.
- 5.3.6. Most grey infrastructure has a single function which limits the benefits that can occur.
- 5.3.7. A well-planned and managed GI can help Essex meet and respond to these challenges, e.g. in the context of a “Green Recovery” in response to the 2020 pandemic.

### How to Achieve and/or Improve this Principle?

- 5.3.8. You will need to outline a commitment to the delivery of multifunctional GI in Statutory plans, planning policy, industry/local guidance, development proposals and projects. Here the identification of relevant hooks is important within/outside the usual environmental domains as detailed below:



- 5.3.9. GI is expected to be referenced and referred to across the whole of the policy documents rather than separated into a single section or chapter. A GI thread should run through the whole document.
- 5.3.10. **Enhancing biodiversity/environmental net gains** - Mandatory Biodiversity Net Gain will be implemented through the planning system (i.e. Development management procedures in accordance with Local Plan policy). In that policies require the protection of key habitats and the delivery of GI to connect habitats, and deliver biodiversity and wider environmental net gains. Both biodiversity and environment net gain deliver multiple benefits that impact on economic and social health and wellbeing.
- 5.3.11. **Creating place identity and character** – GI forms a critical component for creating a strong place identity for an area. Policies will need to ensure that the GI reflects the character of the local environment and positively contributes to local identity, landscape character, and creates a sense of place. . It gives people a role in public space, enhancing a sense of ownership and pride.
- 5.3.12. **Providing recreation for all ages and abilities** - GI provision should improve equity allowing all residents access to quality green space. Policies can ensure that GI is designed to be accessible and inclusive to all ages and abilities through recognising the needs and strengths of local people, and how these may change over time. More detail on this under [Principle 6: Health, Wellbeing And Social Equity](#).
- 5.3.13. **Improving Health and Wellbeing** - Access to nature-rich environments and green space has a positive impact on health and wellbeing. GI can help address health inequalities in existing and new communities through the right design and location. The inclusion of GI within health and wellbeing policies can contribute to reducing and/or preventing such health inequalities. More detail on this under [Principle 6 Health, Wellbeing and Social Equity](#).
- 5.3.14. **Natural flood and water management and sustainable drainage integrated as part of green space, highways and other provision** - GI provides significant opportunities to deliver space for water and natural based solution for flood alleviation and water management. GI and/or Flood and Water Management/SuDs policies need to identify that GI positively contributes to surface water management and water quality. As well as delivery multiple benefits for people and wildlife.
- 5.3.15. **Climate change adaptation and mitigation** – Majority of the Essex LPAs have declared climate emergency or climate action and have made a commitment to meet government targets. A move to net-zero. Policies will need to strengthen their position to meet these targets.

Through the delivery of good design, implementation and management of GI to provide natural solutions to climate challenges. Ensuring policies link to biodiversity net gain and Local Nature Recovery Strategy for Essex.

- 5.3.16. **Improving Air Quality** - GI also cleans the air we breathe by filtering particulates. Planting of GI in the right location (i.e., 'Right Tree, Right Place' philosophy) to create attractive environments that will incentivise active travel, such as walking, cycling and horse riding. Therefore, policies will require new development and regeneration to incorporate GI that minimise environmental impacts and contribute to improved environmental quality.
- 5.3.17. **Increasing economic activity (including agricultural)/ educational/volunteering opportunities** – Economic and/or educational policies to recognise the GI can support regeneration and add value to economic activity. As well as improved educational standards for Essex. GI delivers high- quality environments that will attract investment and support businesses in and too Essex. Policies will need to take into account the Agricultural Act and Environment Land Management Schemes with a move towards more Sustainable Land Management.
- 5.3.18. **Promoting both direct and recreational active travel routes** - The Essex GI network through its Public Rights of Way, multi-user routes, cycle, river, tow and bridle paths can encourage more active lifestyles and provide attractive travel routes. These travel routes are integral provision for GI as green routes and corridors for people and wildlife. The policies for transport/active travel, health, environment and GI can ensure that developments create green routes that are accessible to all across and from the new development to existing settlements, urban centres, schools, transport interchanges and green spaces to encourage active lifestyles.
- 5.3.19. **Providing local access to food production opportunities (i.e. orchards and allotments)** - The impact from climate change has led to growing concerns for our food security. The opportunities for food production are provided through a range of GI including allotments, community orchards, community gardens, city/school farms, and our agriculture land through the Environmental Land Management schemes. Policy can secure areas suitable for food production through the delivery and design of multifunctional GI. Whilst ensuring the GI provision for food production also provides for a wide range of other activities, including but not limited to, outdoor sports and natural play, spaces for

community and cultural events, and areas for tranquillity and quiet contemplation.

### Meeting the Principle

- 5.3.20. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 5.3.21. The following check list provides guidance on what GI Benefits will need to be considered as part of policy to ensure these policies deliver all or some of the outcomes listed above in paragraphs 5.3:10 – 5.3.19

- 5.3.22. Understand the role local policy can play in securing the delivery of GI to meet the outcomes listed above.

- 5.3.23. Biodiversity/environmental net gains -

- Policy includes reference to local biodiversity targets. Where these do not exist, reference is made to national targets.
- Policy requires developments to provide biodiversity net gain and wider environmental net gain. The design and implementation of GI should achieve a measurable increase in biodiversity. That means, achieving a Biodiversity Net Gain through the creation, enhancement and connectivity of new and existing habitats.
- Policy requires the protection of existing key habitat areas, and where this is not possible, requires restoration, creation, connectivity to or enhancement of more integrated, large scale areas for wildlife through biodiversity credits. BNG contributions can also help to finance investment in both on and offsite GI and the enhancement of existing GI (such as parks and greenspace).
- Policy to endorse and adhere to the local nature recovery strategy that will inform GI planning and delivery. It will set out principles for restoring and enhancing biodiverse and well-functioning ecological networks designed to deliver multiple benefits based on identified need.
- Essex already requires all planning applications to Essex County Council to complete the 'Essex Biodiversity Validation Checklist'. This checklist also offers guidance on how to submit the appropriate level of information about biodiversity, and further evidence that may be required, when making a planning application. Where developments do not require to provide

biodiversity net gain calculations policy can request the completion of the 'Essex Biodiversity Validation Checklist'.

5.3.24. Place identity and character –

- Policy to ensure that GI positively contributes to local character.
- Policies promote the improvement of the public realm through GI (such as street trees) to contribute to the reduction of pollutions and improve character and sense of place.
- Policies to ensure that lost or degraded environmental features are compensated for by restoring or creating environmental features that are of greater value to wildlife and people.
- Policies for the regeneration of town centres endorse GI as an opportunity to greening our town centres.

5.3.25. Recreation for all ages and abilities –

- See [principle 6 Health, Wellbeing and Social Equity paragraphs 8.5.18-8.5.23](#) for more details

5.3.26. Health and wellbeing -

- See [principle 6 Health, Wellbeing and Social Equity paragraphs 8.5.18-8.5.23](#) for more details

5.3.27. Natural flood and water management and sustainable drainage integrated as part of green space, highways and other provision –

- Policy to secure the use of nature-based solutions as a hierarchy priority for flood and water management. Including consideration for:
  - Soft landscaped sustainable drainage systems.
  - Natural flood management at a catchment scale, including watercourses and coastal areas.
  - All development proposal should incorporate SuDS and natural flood management.
  - Development should include biodiversity, open space provision and SuDs, which will enhance biodiversity and provide aesthetic and amenity value, and safe public access. These designs should draw on national and local best practice guidance and must comply with

requirements set out in the Essex SuDS Guide and national policy.

- Policy requires optimisation of water storage through inclusion of and/or retaining existing GI in as many locations across the development as possible, whilst creating stepping stones and improving connectivity as part of wider GI network.
- Policy to promote SuDs to be designed through multifunctional GI to contribute positively to additional functions and benefits relating to amenity and biodiversity.

#### 5.3.28. Climate change adaptation and mitigation (Inc. Air quality) -

- Policy to require that GI is designed through the use of nature-based solutions to minimise the development's environmental impact with respect to climate change (i.e., carbon emissions and storage, thermal comfort, light, noise, flood and water management; and enhances the quality of air, soil and water). Including the resilience of existing GI.
- Policy to endorse tree planting and tree lined streets (in line with NPPF), green roofs and other permeable vegetated surfaces; Use of tree pits and cells in hard surface areas to combine SuDs and secure the trees survival.
- Policy to support the inclusion of GI interventions for carbon reduction such as active travel multi user routes (for walking, cycling and horse-riding), or renewable energy generation (e.g. ground-source heat pumps, bio-renewables or bioenergy).

#### 5.3.29. Economic activity (including agricultural)/ educational/volunteering opportunities

- Policy will need to consider how GI can contribute to regeneration and supporting a green economy, through ensuring that:
  - Developments enhance educational premises for environmental education and biodiversity or open links to green spaces to provide access for existing schools.
  - Provision for exploring opportunities to developing green skills and job opportunities.

- Explore opportunities from Environmental Land Management Schemes working with the agricultural community to delivery GI benefits in their sustainable land management practices.

#### 5.3.30. Promoting both direct and recreational active travel routes –

- Policy applies local standards or the ANGSt for the provision and distance between accessible GI by means of active travel (e.g. walking, cycling and horse riding).
- Policy ensures that GI is designed into spaces that is consistent with active design principles and provide good natural surveillance to promote community safety.
- Policy requires connectivity to existing and new green routes (greenways), Public Rights of Way and highways GI network between features (i.e. green spaces, local amenities and across the development), to enhance ease of access for all, inclusivity and provide attractive active multi- user travel routes (for walking, cycling and horse riding).

#### 5.3.31. Enhanced landscape character and design –

- Policy requires GI to be designed to reflect the local environment and positively contributes to local identity and landscape character.
- Policies demonstrating a clear commitment for all new development to contribute to protecting and enhancing existing local landscape character that positively adds to place distinctiveness; and ensuring that individual features (e.g. SuDs, Bird Boxes, trees etc.) contribute to a multifunctional network of GI operating at a landscape-scale.

#### 5.3.32. Minimising environmental impacts (i.e. Soil quality and Nutrient Cycles) –

- Policy requires new development to incorporate GI to minimise environmental impacts and contribute to environmental quality, by meeting current good practice relating to environmental impacts through the consideration of the selection of species (e.g. trees) and planting design to address air quality, soil erosion, noise and light pollution.

#### 5.3.33. Local access to food production opportunities (i.e. orchards and allotments) –

- Policy to encourage a range GI to meet different user needs, accessibilities and strengths; including the opportunities for food production as part of the green/open space provision that is delivered through a range of publicly accessible features, such as allotments, community orchards, community gardens, in addition to the provision of private gardens.

### Measures of Success

5.3.34. If these statements are true for your policy/ planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- Statutory plans, planning policy and industry/local guidance demonstrate multifunction GI solutions to key planning challenges.
- Plans, policies and guidance champion good multifunctional GI design to that deliver multiple GI benefits.
  - All development proposal incorporates SuDS and natural flood management techniques that demonstrate multifunctional GI solutions to flood management. This includes biodiversity and open space provision, which will enhance biodiversity, natural capital and provide aesthetic and amenity value, and safe public access.
  - Connecting GI design with other strategies and masterplans proposal such as surface water management strategies, landscape, utilities and habitat networks to coordinate delivery and implementation.

[Return to Contents for Policy](#)



## 5.4. Further Guidance and Information

### Case Studies and Illustrative Examples

- 5.4.1. Annex A includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regard to multifunctionality, please see:

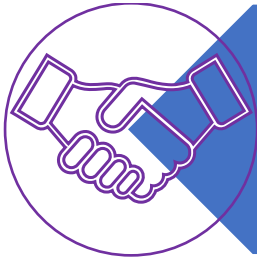
- [Forth Valley Royal Hospital & Larbert Woods, Scotland](#)
- [Rain Garden Retrofitted as Basildon Hospital, Essex](#)

### External Resources

- 5.4.2. Essex Sustainable Drainage Systems Design Guide; Essex County Council, 2020 (Pages 5,6,25,28 (section 2.16 GI & Biodiversity), 37-38): [https://www.essexdesignguide.co.uk/media/2404/suds\\_design\\_guide\\_2020.pdf](https://www.essexdesignguide.co.uk/media/2404/suds_design_guide_2020.pdf)
- 5.4.3. Achieving locally contextualised biodiversity-led multifunctional urban green infrastructure; TURAS project, 2016 [https://repository.uel.ac.uk/download/822a447b7dc9afdcecd991ac7c8d3e5617a5e44c3980d8830cfac3a26ae3d0a3/4913075/BR\\_ecomimicry\\_v2.pdf](https://repository.uel.ac.uk/download/822a447b7dc9afdcecd991ac7c8d3e5617a5e44c3980d8830cfac3a26ae3d0a3/4913075/BR_ecomimicry_v2.pdf)
- 5.4.4. Building with Nature User Guide for Policy Makers, 2017 (CORE11, pages 19-21, 31, 53-54) (Will need to request a free copy via [info@buildingwithnature.org.uk](mailto:info@buildingwithnature.org.uk)): <https://www.buildingwithnature.org.uk/>

## 6. PRINCIPLE 4: EARLY ENGAGEMENT.

### 6.1. Standard



There is early collaboration and engagement with all relevant stakeholders, partners and communities to support the delivery of effective and connected GI.

DRAFT

## 6.2. Guidance for Development Management

### Why does it matter?

- 6.2.1. Early and meaningful engagement with a wide range of stakeholders will result in:
- The Identification of issues, challenges, conflicts and opportunities that could be difficult to address if identified later on in a proposal.
  - Reduces costs for a project with GI providing nature-based solutions to some of the challenges.
  - Reduces cost for GI delivery and maintenance; allowing GI to be budgeted for from the start, rather than at the end as an addition.
  - Delivery of a viable, sustainable and attractive proposal for the long-term.
  - Ensures policy and planning is joined up.
  - Identifies and optimises the multiple benefits for end users/ residents/ businesses.

### How to Achieve and/or Improve this Principle?

- 6.2.2. You will need to engage relevant stakeholders, partners, experts and local communities in the identification of any plan, project, policy or programme. GI forms one part of that consideration set within wider placemaking and place keeping agendas and visions. It is important not to just engage on GI alone but within the wider aspects of the development
- 6.2.3. Developers are expected to provide and submit evidence of early and/or continued engagement regarding the provision and protection of green infrastructure on site.
- 6.2.4. Shifting stakeholder views and expectations will then need to be managed throughout the delivery of a project, development or the production of Local Plans and other strategic documents and guidance. (For more information on managing expectations, see [Principle 5: Managing Different Expectations](#).)
- 6.2.5. A set of good participatory principles have been developed in an ESRC funded [Participology project](#) using good practice case studies. Here it is important to note that early participation is only the starting point for an actively managed process and not simply a tick box exercise to meet some statutory requirement. Thus, it needs to be carefully designed into a participatory process that is bounded, inclusive and where the results are used to inform the wider processes and outcomes with feedback to those involved.

### Meeting the Principle

- 6.2.6. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 6.2.7. Profile your Stakeholders - Identify the stakeholders who will be affected by or influence your plan, policy, programme or project. Map out stakeholder interests and links to the development proposal and your priority for engagement. Develop a plan on how to engage and communicate. Agree on the best ways of working together.

- 6.2.8. Have an engagement strategy to get the right people involved early. Identify the key people in authority, stakeholders, community representatives, organisations and user groups to discuss and develop your plans from the start. Sectors and interests to consider will include:

- Highways, transport, drainage, utilities, public health, the education, ecology, heritage, landscape, parks/public space, finance, planning and community liaison authorities.
- Statutory consultees, statutory undertakers and trusts.
- Community representatives, user groups, Local Access Forums, business, education sector, and landowners and agricultural sector.
- Those who benefit from the GI, and those who could benefit in the future.

### Measures of Success

- 6.2.9. Evidence documenting local stakeholder and community engagement on GI needs, creation, and enhancements. Including GI management and maintenance provisions

[Return to contents for Develop Management](#)

## 6.3. Guidance for Policy

### Why does it matter?

- 6.3.1. Early and meaningful engagement with a wide range of stakeholders will result in:
- The Identification of issues, challenges, conflicts and opportunities that could be difficult to address if identified later on in a proposal.
  - Reduces costs for a project with GI providing nature-based solutions to some of the challenges.
  - Reduces cost for GI delivery and maintenance; allowing GI to be budgeted for from the start, rather than at the end as an addition.
  - Delivery of a viable, sustainable and attractive proposal for the long-term.
  - Ensures policy and planning is joined up.
  - Identifies and optimises the multiple benefits for end users/ residents/ businesses.

### How to Achieve and/or Improve this Principle?

- 6.3.2. This early engagement process is also important for information gathering to able you to take a [Principle 2: Evidence-Led](#)) approach. In the early stages of Local Plans, development proposals and projects, understanding the differing viewpoints and priorities and non-negotiables is key to unlocking better outcomes. The power is definitely in designing and managing an effective and ongoing engagement process with ongoing feedback to participants of decisions taken.
- 6.3.3. Shifting stakeholder views and expectations will then need to be managed throughout the delivery of a project, development or the production of Local Plans and other strategic documents and guidance. (For more information on managing expectations, see [Principle 5: Managing Different Expectations](#)).
- 6.3.4. A set of good participatory principles have been developed in an ESRC funded [Participology project](#) using good practice case studies. Here it is important to note that early participation is only the starting point for an actively managed process and not simply a tick box exercise to meet some statutory requirement. Thus, it needs to be carefully designed into a participatory process that is bounded, inclusive and where the results are used to inform the wider processes and outcomes with feedback to those involved.

### Meeting the Principle

- 6.3.5. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

#### Indicators

- 6.3.6. Profile your Stakeholders - Identify the stakeholders who will be affected by or influence your plan, policy, programme or project. Map out stakeholder interests, skills and links to the development proposal and your priority for engagement. Develop a plan on how to engage and communicate. Agree on the best ways of working together.

- 6.3.7. Develop a consultation and engagement strategy, (similar to the method set out by Chelmsford City Council or include this in a Statement of Community Involvement (SCI), similar to the approach taken by Essex Minerals and Waste Planning SCI and for South Essex Plan. These should include the following:

- An action plan that creates a partnership approach with community users at the heart, understanding needs and concerns. With and aim to establish a shared stakeholder understanding of what can and can't be included in the vision, strategy and policy.
- Have an engagement strategy to get the right people involved early. Identify the key people in authority, stakeholders, community representatives, organisations and user groups to discuss and develop your plans from the start. Sectors and interests to consider will include:
  - Highways, transport, drainage, utilities, public health, the education, ecology, heritage, landscape, parks/public space, finance, planning and community liaison authorities.
  - Statutory consultees, statutory undertakers and trusts.
  - Community representatives, user groups, Local Access Forums business, education sector, landowners and agricultural sector.
  - Those who benefit from the GI, and those who could benefit in the future.

- 6.3.8. Regular communication throughout planning, design, delivery and management with meaningful long-term community engagement.

- 6.3.9. Demonstrate Results - Share good stories of how early engagement helped the process and examples of where late engagement caused issues for the proposal or project is a good way to bring people on side. This can be achieved through:

- Try to use engaging visuals rather than just pages of bullets.
- Include recommendations and action items.

- Make the presentation of proposals concise, but informative and conversational.
- Try to send a pre-read to stakeholders, one day before, so they can prep some meaningful questions.
- Bring positive energy to the table.

6.3.10. Invest in Relationships - Effective teamwork is vital for working together towards a common goal. These are ideas on how to build a relationship with your stakeholder:

- Find out what personality type each stakeholder are through conversation and observing how they like to work.
- Hold regular meetings to discuss progress, blockers and next steps.
- Give and receive feedback. This is essential, without knowing what to improve and what's going well, we can't adjust and progress.

6.3.11. By taking steps to proactively improve the stage of engagement we can build better relationships, improve project outcomes and deliver multifunctional GI successfully

### **Measures of Success**

6.3.12. Statutory plans, planning policy, development plans and industry/local guidance (such as arboriculture and Sustainable Drainage Systems) clearly define and have strong wording (see Principle 8: Strong Policy Wording and Commitment.) setting out the requirements for early engagement and collaboration

[Return to Contents for Policy](#)



## 6.4. Further Guidance and Information

### Case Studies and Illustrative Examples

- 6.4.1. Annex A includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regard to early engagement, please see:

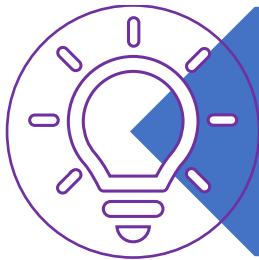
- [West Dunbartonshire Council, 'Our Green Network' Supplementary Guidance](#)

### External Resources

- 6.4.2. Good Practice Participation Principles; Participology, Scott et al, 2020: <http://www.participology.com/citizen-principles.php#6>
- 6.4.3. Engaging your local community with your park, My Community, 2020 (includes an engagement plan template): <https://mycommunity.org.uk/files/downloads/Parks-and-Green-Spaces-Engaging-your-local-community-with-your-park-B.pdf>
- 6.4.4. Community Planning Toolkit: Community Engagement; Town and Country Planning Association, 2014: <https://www.communityplanningtoolkit.org/sites/default/files/Engagement.pdf>
- 6.4.5. Commissioning Toolkit: 5-Stage Engagement Plan; Department For Communities and Local Government (DCLG): (NHS context, but very good generic principles and templates): [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/215006/dh\\_134407.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/215006/dh_134407.pdf)

# 7. PRINCIPLE 5: MANAGING DIFFERENT EXPECTATIONS.

## 7.1. Standard



Differing views need to be identified early and managed effectively and in a transparent manner to secure both short- and long-term outcomes.

## 7.2. Guidance for Development Management

### Why does it matter?

- 7.2.1. Stakeholders' expectations need to be carefully managed and negotiated.
- 7.2.2. Requirements need to be aligned, with an understanding of risk tolerance, and mitigate issues that would otherwise cause delay and avoid future mitigating costs.
- 7.2.3. Good stakeholder management is essential, and a key component to ensuring the successful delivery of healthy and sustainable places.
- 7.2.4. To ensure expectations are managed effectively and early on, it is important to deliver in line with [Principle 4: Early Engagement](#).

### How to Achieve and/or Improve this Principle?

- 7.2.5. Good communication should be established between stakeholders and developers to ensure that a feasible agreement is reached and that all participants affected by the development or construction are informed. The openness and honesty established from the onset should allow for open direct line of communication for the future. Two-way communication is key to ensuring all stakeholders understand different positions of different interests in the master planning, design, and construction of the development to ensure good placemaking and place-keeping is achieved. Please look at [Principle 4: Early Engagement](#) for how you can deliver effective early engagement.
- 7.2.6. It's important to determine if there are any potential underlying issues that may arise in conflict by stakeholders early on, in order to determine the best solution. Conflicts are often caused by different interpretations of development plans and poor communication. Where there are different expectations between stakeholders, you will need to actively listen and understand the different stakeholder expectations and needs on:
  - What each party wants.
  - Why they want it.
  - What is each party's priority?
  - Any assumptions a stakeholder may have made (i.e., analyse needs).
  - The scope for compromise.
- 7.2.7. Once these are understood, you can look at ways of reaching a mutual agreement. Through capturing actions within the Statement of

Community Involvement and/or an action plan and risk register, as part of the early engagement strategy to be used when different expectations and issues arise. It is important to identify any issues and different expectations early on, but it is inevitable that conflicts could occur later down in the development design and construction stage. Hence the need to build a strong and resilient stakeholder network with on-going communication.

### **Meeting the Principle**

- 7.2.8. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### **Indicators**

- 7.2.9. Profile your Stakeholders - Identify the stakeholders who typically interact with or may do so (including any funders). Map out stakeholder interests and links and priority for engagement. Develop a plan on how to engage and communicate. Agree on the best ways of working together.
- 7.2.10. Identify a champion, someone with energy for change or interests, that will help engage and connect to wider stakeholders, that you may not have been able to engage.
- 7.2.11. As part of the development of a consultation and engagement strategy or Statement of Community Involvement (as mentioned in [principle 4: Early Engagement](#)), it includes.
- an action plan that creates a partnership approach with community users at the heart, understanding needs, concerns, and expectations.
- 7.2.12. Identify the stakeholders' preferred method of communications.
- 7.2.13. Keep stakeholders engaged throughout the process with timely updates.
- Regular communication throughout planning, design, delivery and management with meaningful long-term community engagement.
  - Give stakeholders time, particularly those who are not formally organised, to develop their collective perspective.
- 7.2.14. Accurately map expectations. Be crystal clear on the expectations from the stakeholder's point of view. Ask them how they will measure success. One way to come to a mutual agreement would be to facilitate a meeting with all stakeholders (where practical).

7.2.15. Invest in Relationships - Effective teamwork is vital for working together towards a common goal. These are ideas on how to build a relationship with your stakeholder:

- Find out what personality type each stakeholder are through conversation and observing how they like to work.
- Hold regular meetings to discuss progress, blockers and next steps.
- Give and receive feedback. This is essential, without knowing what to improve and what's going well, we can't adjust and progress.
- Engage the stakeholders in decision making, ensuring all stakeholders have equal access and capacity to participate.

### **Measures of Success**

7.2.16. If these statements are true for your development/planning application, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

7.2.17. Demonstration that early, flexible and sustained engagement of stakeholders that enhances the opportunities for engagement and community input in the master planning, design, and delivery of the development has been undertaken. Through the Statement of Community Involvement and/or an engagement action and management plan logging all expectations, actions, resolutions and accountability.

7.2.18. That implementation of agreements must be assured.

[Return to contents for Development Management](#)

## 7.3. Guidance for Policy

### Why does it matter?

- 7.3.1. Conflict is a fact of life and should be welcomed and not feared or neglected but it is how it is managed that matters.
- 7.3.2. Engagement with key stakeholders (including community groups) will help policy makers understand the different viewpoints and expectations early on.
- 7.3.3. Challenges and expectations can be identified and managed using a transparent process recognising that there will always be differences in opinions and views.
- 7.3.4. To ensure expectations are managed effectively and early on, it is important to deliver in line with [Principle 4: Early Engagement](#).

### How to Achieve and/or Improve this Principle?

- 7.3.5. Good and open two-way communication is key to ensuring all stakeholders understand different positions of different interests in the process of designing, assessing, planning, delivering and evaluating statutory plans, industry/local guidance, projects and programmes, the purpose and what the next steps are to achieve good placemaking and place-keeping. Please look at Principle 4: Early Engagement. for how you can deliver effective early engagement.
- 7.3.6. Conflict is a fact of life and should be welcomed and not feared but it is how it is managed that matters. Where there are different expectations between stakeholders, you will need to understand:
  - What each party wants.
  - Why they want it.
  - What is each party's priority?
  - Any assumptions a stakeholder may have made (i.e., analyse needs).
  - The scope for compromise.
- 7.3.7. Once these are understood, you can try to look at ways of providing mutual gain for any conflicting sides through reaching a mutual agreement. Acknowledging and understanding the different stakeholder expectations and needs allows for the development of an action plans and risk register, as part of the early engagement strategy to be used when different expectations and issues arise. However, it is also important to recognise that conflicts can occur later down the policy or

development cycle. Hence the need to build a strong and resilient stakeholder network with on-going communication.

### Meeting the Principle

- 7.3.8. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 7.3.9. Profile your Stakeholders - Identify the stakeholders who typically interact with or may do so (including any funders). Map out stakeholder interests and links and priority for engagement. Develop a plan on how to engage and communicate. Agree on the best ways of working together.
- 7.3.10. Identify a champion, someone with energy for change or interests, that will help engage and connect to wider stakeholders, that you may not have been able to engage.
- 7.3.11. As part of the development of a consultation and engagement strategy or Statement of Community Involvement (as mentioned in [Principle 4: Early Engagement](#)), it includes.
- an action plan that creates a partnership approach with community users at the heart, understanding needs, concerns, and expectations.
- 7.3.12. Identify the stakeholders' preferred method of communications.
- Keep stakeholders engaged throughout the process with timely updates.
  - Regular communication throughout planning, design, delivery and management with meaningful long-term community engagement.
- 7.3.13. Give stakeholders time, particularly those who are not formally organised, to develop their collective perspective.
- 7.3.14. Accurately map expectations. Be crystal clear on the expectations from the stakeholder's point of view. Ask them how they will measure success One way to come to a mutual agreement would be to facilitate a meeting will all stakeholders (where practical).
- 7.3.15. Invest in Relationships - Effective teamwork is vital for working together towards a common goal. These are ideas on how to build a relationship with your stakeholder:
- Find out what personality type each stakeholder are through conversation and observing how they like to work.



- Hold regular meetings to discuss progress, blockers and next steps.
- Give and receive feedback. This is essential, without knowing what to improve and what's going well, we can't adjust and progress.
- Engage the stakeholders in decision making, ensuring all stakeholders have equal access and capacity to participate.

### Measures of Success

- 7.3.16. If these statements are true for your policy/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):
- 7.3.17. Demonstration that the governance model/ process is enabling and flexible that enhances the opportunities for engagement and community input. Through an action and management plan logging all expectations, actions, resolutions and accountability.
- 7.3.18. The creation of a collective vision that both sets down the priorities and reveals the possibilities for a shared future.

[Return to Contents for Policy](#)

## 7.4. Further Guidance and Information

### Case Study Examples

- 7.4.1. Annex A includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regard to managing different expectations, please see:

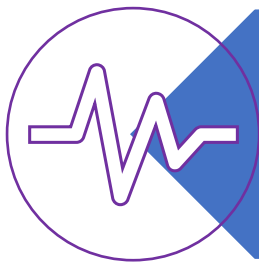
- [Thurrock Stronger Together Partnership using Asset-Based Community Development](#)

### External Resources

- 7.4.2. Practical Approaches to Participation by C. Richards et al, Socio-Economic Research Group (SERG) Policy Brief No1, 2007, Pages 15 - 22:  
<https://macaulay.webarchive.hutton.ac.uk/ruralsustainability/SERG%20PB1%20final.pdf>
- 7.4.3. Seeds for Change: Consensus decision making; Seeds for Change, 2020 (the whole documents useful for engagement, but regarding managing expectations Page 37, 43 - 47):  
<https://www.seedsforchange.org.uk/consensus.pdf>
- 7.4.4. Asset-Based Community Development training; Nurture Development, 2018: <https://www.nurturedevelopment.org/about-abcd/>

# 8. PRINCIPLE 6: HEALTH, WELLBEING AND SOCIAL EQUITY.

## 8.1. Standard



GI Is designed to meet different people's needs (including physical and mental health), providing accessibility to GI, green spaces and local amenities, while ensuring GI is inclusive to all.

## 8.2. Guidance for Development Management

### Why does it matter?

- 8.2.1. Access to nature rich environments and green spaces can have a positive impact on health and wellbeing.
- 8.2.2. Access to good quality GI can encourage more active lifestyles, and there is a clear association between psychological health, mental wellbeing, and physical activity.
- 8.2.3. In Essex between 2013 and 2015, two-thirds (66%) of adults aged 16+ and 21% of children in reception and 31.8% of children in year 6 are obese (Public Health Outcomes Framework: Wider Determinants of Health Tool).
- 8.2.4. The total cost of physical inactivity in Essex to NHS was £58,213,764 per year (Sports & Physical Activity Profile: Greater Essex, 2017).
- 8.2.5. Recent studies during the Covid pandemic have highlighted the key role that green spaces play for people's health and wellbeing. But the current distribution and access to those spaces are not equitable. New developments might have access to green spaces, but existing developments in many deprived urban areas may not and urgently need reinvestment.

### How to Achieve and/or Improve this Principle?

- 8.2.6. You will need to ensure access to good quality parks and green spaces is fully accessible to all and located near to where people live. Provision is made to delivery GI and green spaces at all scales. That is made to support a wide range of healthy activities. For example:
  - Improving the connectivity to ensure there are good accessible links for all throughout neighbourhoods and urban and rural areas to green spaces widening the GI network where possible
  - Public parks, playing fields, pathways, Public Rights of Way, multi-user routes (including bridleways), cycle paths and jogging tracks that encourage outdoor activity and promote good physical health.
  - Urban vegetation, i.e.
    - allotments, community gardens and orchards promoting healthy eating,
    - trees, green roofs and private gardens that regulate air quality and reduce the 'urban heat island' effect.
  - Wetlands, grassed areas and urban forests reduce the risk of flooding, sewage overflow and clean water contamination.

- Communal parks, village greens and town squares that enhance community attachment, social cohesion and a sense of environmental responsibility.
- Green spaces in a residential community attract tourism and investment and improve employment and income potential.

8.2.7. You can apply existing standards such as:

- [the 20-minute neighbourhood](#) (where most of people's daily needs can be met within a short walk or cycle),
- [Accessible Natural Green Space Standards \(ensuring that adequate provision of green spaces in terms of size is accessible, based on distance from residents home\)](#),
- local provision standards set within the Local Planning Authorities allotment, green and open space, Sport and GI strategy; or

8.2.8. [Livewell Development Accreditation](#) for the provision of (i.e. quality and quantity), access to and distances between accessible GI features by using active travel (cycling, walking and horse riding).

8.2.9. Where GI such as new cycle and pedestrian paths and green spaces are developed, care should be taken to ensure that safety is maintained. This will include amenities such as lighting, play equipment, benches, level paths, good signposting, and clear sightlines to be of good quality and well maintained, without becoming potential areas for anti-social activity.

8.2.10. A [Health Impact Assessment](#) will help to assess if the GI provision meets the diversity of user groups, whose needs may vary according to age, abilities, interest, or cultural beliefs. This includes access to natural play for younger and older children. You will need to ensure that areas with higher deprivation levels and lower access to green space are given the required attention.

8.2.11. Other potential physical barriers to use or has an impact on health to consider and will need addressing. For example, vandalism, lighting, dog fouling, fly tipping, graffiti and how green spaces are linked to food outlets selling unhealthy food. Perhaps, there will need to be an awareness that attractiveness of certain areas may inadvertently improve access to fast food outlets. Efforts will need to be taken to mitigate such consequences.

8.2.12. For that additional layer of quality assurance for a policy, strategic document, project or development, you could use [Building with Nature](#), a UK wide benchmark for GI, launched in 2018. Building with Nature offer a set of green infrastructure Standards, which can be downloaded for free from their website, plus a formal Accreditation scheme to help accredit policy and physical development. The Standards define high-

quality green infrastructure at each stage of the green infrastructure lifecycle, from planning and development, through to long-term management and maintenance. They are organised around a set of 'Core' Standards which distinguish a GI approach from a conventional approach to provision for green and open space, and the themes of Wellbeing, Water and Wildlife.

[Case study 12](#) provides an example of a regeneration scheme which achieved a BwN Design Award. Barne Barton in Plymouth was recognised in particular for its exemplary approach to integrating Wellbeing considerations into the green infrastructure design and community engagement. The BwN Wellbeing Standards promote the design and proximity of GI to be accessible, usable and enjoyable for all. The Standards ask development to: design in GI features which integrate the needs and strengths of vulnerable and excluded groups; support local priorities for reducing and/or preventing health inequalities; consider how GI can promote socially sustainable communities and community cohesion; and ensure GI is integral to the creating a sense of place. The BwN Standards support Local Planning Authorities in strengthening statutory plans, planning policy and industry/local guidance and ensures that all development is as good as it needs to be to secure the functions and benefits of GI.

### Meeting the Principle

- 8.2.13. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 8.2.14. The following check list provides guidance on what needs to be considered.

- 8.2.15. Health and Wellbeing

- Ensure that GI maximises health and wellbeing outcomes for all.
- Therefore, the quantity, accessibility (distance from households and location of entrances) and quality (type, design, inclusivity and management) of GI should be informed by the appropriate national and local standards. This includes the Accessible Natural Greenspace Standard from Natural England and local provision standards set within the Local Planning Authorities allotment provision, Green Space and GI strategy for their administrative area.
- Work with providers of green space, health professionals, communities and Active Essex to establish a link into existing green care programmes.
- Support active and healthy lifestyles through improving accessibility to amenity GI assets, including improved walking, cycling and horse riding connections and the delivery of multi-user routes. For

example, identify a priority walking, cycling and horse riding route between green spaces and the town centres etc. as part of a public realm scheme.

#### 8.2.16. Recreation for all ages and abilities

- Ensure GI is addressing issues of inequality in access to natural green space; - Considering all user groups, social groups and abilities to provide accessibility and inclusivity.
- Ensure GI considers the needs of different user, age and socio-economic groups.
- The needs of a wide range of users will be considered when planning improvements to greenways, green wedges, green fingers, sustainable travel routes, green spaces and public realm to encourage more people to connect with nature and foster a sense of place. Assessing if there are enough benches, level paths, good signposting, clear sightlines and good management and maintenance all will help to make areas more attractive.
- Ensure there is inclusive and safe access to green/ recreational spaces.
- Socially cohesive greenspaces should be publicly accessible, perceived as welcoming and provide room for encounters and self-regulation. It is important to consider the equality of access to GI and the fostering of different user interests for more equal distributions of GI related benefits. Take into considerations the lessons learnt from the Active Essex Local Delivery pilots.

### Measures of Success

If any of these statements are true for your policy/ planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

8.2.17. Development proposals and projects demonstrate how access and enjoyment of all users are integral to GI at each stage of delivery (design, implementation, management, and maintenance).

8.2.18. How a wide range of user needs, and strengths of existing and future communities will be addressed through the protection and enhancement of existing GI features, and creation of new features, within and near to the built environment.

8.2.19. Contributing to community cohesion and wellbeing by providing a wide range of GI features that promote community-led activity to enable inclusive use of GI, that will provide health and wellbeing benefits.



[Return to contents for Develop Management](#)

DRAFT

## 8.3. Guidance for Policy

### Why does it matter?

- 8.3.1. Access to nature rich environments and green spaces can have a positive impact on health and wellbeing.
- 8.3.2. Access to good quality GI can encourage more active lifestyles, and there is a clear association between psychological health, mental wellbeing, and physical activity.
- 8.3.3. In Essex between 2013 and 2015, two-thirds (66%) of adults aged 16+ and 21% of children in reception and 31.8% of children in year 6 are obese (Public Health Outcomes Framework: Wider Determinants of Health Tool).
- 8.3.4. The total cost of physical inactivity in Essex to NHS was £58,213,764 per year (Sports & Physical Activity Profile: Greater Essex, 2017).
- 8.3.5. Recent studies during the Covid pandemic have highlighted the key role that green spaces play for people's health and wellbeing. But the current distribution and access to those spaces are not equitable. New developments might have access to green spaces, but existing developments in many deprived urban areas may not and urgently need reinvestment.

### How to Achieve and/or Improve this Principle?

- 8.3.6. You will need to ensure that the policy requires new developments to provide the provision of and access to good quality parks and green spaces, that is accessible to all and located near to where people live.
- 8.3.7. Policy ensures that provision is made to delivering GI and green spaces at all scales. That is made to support a wide range of healthy activities. For example (but not limited to):
- 8.3.8. Visual and auditory access (I.e. Sensory gardens, wayfinding and landmarks) can benefit vulnerable and excluded groups, for example people living with dementia or other conditions that reduce their mobility.
- 8.3.9. Improvements to the public realm to provide safe and attractive green routes to ensure there are good accessible links for all throughout neighbourhoods and urban and rural areas to green spaces, widening the GI network, that encourages active travel.

- 8.3.10. Public parks, playing fields, pathways, Public Rights of Way, multi-user routes (including bridleways), cycle paths and jogging tracks that encourage outdoor activity and promote good physical health.
- 8.3.11. Food production and urban vegetation, i.e.
- Allotments, community gardens and orchards promoting healthy eating.
  - Trees, green roofs and private gardens that regulate air quality and reduce the 'urban heat island' effect.
  - Wetlands, grassed areas and urban forests reduce the risk of flooding, sewage overflow and clean water contamination.
  - Communal parks, village greens, town squares spaces for outdoor sports, natural play and cultural events, and areas for tranquillity and quiet contemplation that enhance community attachment, social cohesion and a sense of environmental responsibility.
- 8.3.12. Policy requires connectivity between green infrastructure features and where people live and work, to optimise use and enjoyment. Key considerations include:
- 8.3.13. For your policy to apply existing standards outlined in good practice guidelines for distances between accessible green infrastructure features by means of active travel (cycling, walking and horse riding), such as.
- [the 20-minute neighbourhood](#) (where most of people's daily needs can be met within a short walk or cycle),
  - [Accessible Natural Green Space Standards \(ensuring that adequate provision of green spaces in terms of size is accessible, based on distance from residents home\)](#),
  - local provision standards set within the Local Planning Authorities allotment, green and open space, sport and GI strategy; or
  - [Livewell Development Accreditation](#) for the provision of (i.e. quality and quantity), access to and distances between accessible GI features by using active travel (cycling, walking and horse riding).
- 8.3.14. Policy recognises that to maximise the benefits delivered through GI, features need to be designed to optimise use, safety and enjoyment at all times of year This will include amenities such as lighting, play equipment, benches, level paths, good signposting, and clear sightlines to be of good quality and well maintained, and be adaptable to changing weather conditions, without becoming potential areas for anti-social activity. For example, vandalism, lighting, dog fouling, fly tipping, graffiti.

8.3.15. Policy supports targeted approaches in new development, or changes to existing settlements, to enhance areas that are GI deficient that also have health inequalities and a high level of deprivation (measured using the Index of Multiple Deprivation) through requiring developments to complete a [Health Impact Assessment \(HIA\)](#). HIA will help to assess if the GI provision meets the diversity of user groups, whose needs may vary according to age, abilities, interest, or cultural beliefs. This includes access to natural play for younger and older children and how green spaces are linked to food outlets selling unhealthy food.

8.3.16. Policy requires new development to deliver GI features that incorporate existing landscape and historic features, protects or create features that enhance valuable views of the policy area, for example those highlighted by a Landscape and Visual Impact Assessment (LVIA); and for GI to be utilised as a priority edge treatment to enhance integration with the surrounding area.

8.3.17. For that additional layer of quality assurance that policy and strategic documents (I.e. Local Plans, neighbourhood Plans and Strategies), you could use [Building with Nature](#), a UK wide benchmark for GI, launched in 2018. Building with Nature offer a set of green infrastructure Standards, which can be downloaded for free from their website, plus a formal Accreditation scheme to help accredit policy. Applying the standards to policy and the standards themselves include illustrative examples of how you can shape policy to secure the benefits and long-term stewardship of high-quality GI within developments, and decision-making. Building with Nature offers clear examples of how policy and strategy writing can create a framework of principles, clear parameters, within which development applications should come forward. Also certify support and credibility for your commitment to delivering and sustaining a flourishing place for people and wildlife.

- They are organised around a set of ‘Core’ Standards which distinguish a GI approach from a conventional approach to provision for green and open space, and the themes of Wellbeing, Water and Wildlife. [Case study 2](#), in appendix provides an example of Essex GI Strategy which achieved a BwN Excellent accreditation. The Essex GI strategy was for its vision to deliver benefits to people and wildlife through the retention, enhancement and creation of multi-functional green and blue features, operating at a range of different scales, from the neighbourhood up to the landscape scale.

### **Meeting the Principle**

8.3.18. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### **Indicators**

- 8.3.19. The following check list provides guidance on what needs to be considered.
- 8.3.20. In regards to Health and Wellbeing, statutory plans, planning policy and industry/local guidance is expected to promote the use of the [Livewell Development Accreditation](#) and/ or [Building with Nature](#) for new developments recognises developers' contributions to the health and wellbeing agenda.
- 8.3.21. In regards to recreation for all ages and abilities, statutory plans, planning and industry/local guidance is expected to encourage developments to review and implement [Building with Nature](#) Standards and accreditations scheme to ensure the delivery of high-quality, accessible GI.

### **Measures of Success**

- 8.3.22. If any of these statements are true for your policy/ planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):
- 8.3.23. Statutory plans, planning policy and industry/local guidance, demonstrate how access and enjoyment of all users are integral to GI at each stage of delivery (design, implementation, management, and maintenance).
- 8.3.24. Statutory plans, planning policy and industry/local guidance supports the delivery of a wide range of GI features that promote community-led activity to enable inclusive use of GI, that will provide health and wellbeing benefits.

[Return to Contents for Policy](#)

## 8.4. Further Guidance and Information

### Case Study Examples

- 8.4.1. Annex A includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regard to health, wellbeing and social equity, please see:

- [Development at Barne Barton, Plymouth](#)
- [Planning Policy Wales](#)

### External Resources

- 8.4.2. Enabling Healthy Placemaking - overcoming barriers and learning from best practices, RTPi, 2020 (Pages 24-33):  
<https://www.rtpi.org.uk/media/5777/enabling-healthy-placemaking.pdf>
- 8.4.3. A rapid scoping review of health and wellbeing evidence for the Framework of Green Infrastructure Standards; Natural England, 2020 (Page 27-28):  
<http://publications.naturalengland.org.uk/publication/4799558023643136>
- 8.4.4. Active Design Principles; Essex Design Guide (2018):  
<https://www.essexdesignguide.co.uk/overarching-themes/active-design-principles/>
- 8.4.5. Healthy Urban Planning Checklist; NHS London Health Urban Development Unit, Second Edition, 2014:  
<https://www.healthyurbandevelopment.nhs.uk/wp-content/uploads/2014/04/Healthy-Urban-Planning-Checklist-March-2014.pdf>

## 9. PRINCIPLE 7: CONNECTIVITY.

### 9.1. Standard



GI interventions are designed, planned and delivered and connected across multiple scales; from the wider landscape scale network to more local and neighbourhood scales including green corridors habitat and nature recovery networks to enhance connectivity for people, wildlife and habitats.



## 9.2. Guidance for Development Management

### Why does it matter?

- 9.2.1. The pressures of changing land use, development and population growth in Essex will have an impact on our environment and potentially cause habitat fragmentation and biodiversity loss. However, good GI design can demonstrate how developments and retrofitting can provide a positive contribution to mitigate these impacts.
- 9.2.2. Creating GI connectivity through developments proposals and GI Projects will help to reconnect existing and fragmented nature areas; for instance, through green corridors and/or green bridges, as well as improving the general ecological quality of the wider environment.
- 9.2.3. Good GI should make connections between our urban, rural and coastal areas, from our towns and cities to our villages.
- 9.2.4. Good GI connectivity should enable the movement of people and wildlife through green networks and corridors.
- 9.2.5. Good strategic planning can guide infrastructure developments away from sensitive sites, thereby reducing the risk of further habitat fragmentation.
- 9.2.6. Good GI connectivity connects people to nature and encourages active lifestyle is vital to improve health and wellbeing outcomes and a reduce health inequalities. For more details regarding this, please see [Principle 6: Health, Wellbeing And Social Equity](#).
- 9.2.7. The protection, enhancement, creation and connectivity of our GI to wider GI network will maximise the delivery of the multiple functions and benefits from GI.

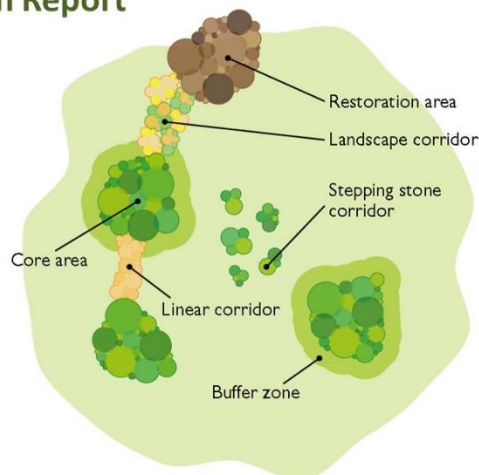
### How to Achieve and/or Improve this Principle?

- 9.2.8. The provision of GI is an important solution to delivering the Lawton principles of more, bigger, better and joined. It advocates a landscape-scale approach to conservation and enhancing connections between sites, either through physical corridors or through 'stepping stones'.

### The Lawton Report

- Bigger
- Better
- Connected

Put the  
Right Habitat  
in the  
Right Place



*Making Space for Nature: a review of England's wildlife sites and ecological networks: defra 2010*

- 9.2.9. To ensure that access to green spaces is as easy as possible for all, enhances biodiversity and to improve the character and sense of place, it is essential that greater connection with public realm, developments and transport planning is established. Therefore, GI is best achieved through an integrated approach to land management and careful strategic spatial planning. Strategic planning will enable you to identify spatial interactions between different land uses that will need to be investigated over a local or regional geographical area. Strategic planning will also allow you the means to bringing different sectors together in order for them to decide collectively on local land use priorities in a transparent, integrated and cooperative way.
- 9.2.10. Your GI Strategy will also provide you with the foundation for good planning and design for GI. A GI strategy can cover different spatial aspects from regional, to county to local district to neighbourhood level. At smaller scales, you may wish to consider a neighbourhood plan that embeds GI thinking or a community-engaging masterplanning or concept statement exercise. Where GI has not been integrated into the strategic documents or elements need strengthening then the [Essex Green Infrastructure Strategy](#), 2020 or the [South Essex Strategic Green and Blue Infrastructure Study](#), 2020 can be used as a basis for policy at a local level and will ensure a consistent approach.

### Meeting the Principle

- 9.2.11. The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- 9.2.12 The following check list provides guidance on what needs to be considered.  
Design GI to recover nature and inform such design by local landscape

(including historic landscape) character. Design GI design to enhance the wider landscape-scale network of GI:

- Check the Landscape Character Assessment (LCA) for the county or district. Consider if the GI takes account of the area's character. Most National Parks and Areas of Outstanding Natural Beauty (AONBs) also have LCAs.
- For more contextual information, there are [National Character Area profiles](#) for Essex. These provide information on the character at the regional level that can be used in GI strategies and planning.
- A few places may have more local sources of information on character that complement the county or district LCA. Examples of this are a [Neighbourhood Plan](#) or a [Local Landscape Character Assessment](#).
- If there is no Neighbourhood Plan or LLCN, you can consider the option of defining character locally.

9.2.13 In line with Principle 4: Early Engagement. opportunities and local needs should inform GI planning and design. Local need includes outcomes such as better health, improved air quality or addressing identified deficits in local GI supply.

- Good design is fundamental to the successful delivery of attractive, accessible environments to encourage active travel.
- For more information regarding these elements, please see: Principle 4: Early Engagement. and Principle 6: Health, Wellbeing And Social Equity.

9.2.14 Use the [Green Essex StoryMap](#) or National mapping to identify different existing GI assets. Show where the assets link together at a local and strategic scale.

- Includes opportunity mapping to show where GI can solve existing issues.

9.2.15 Create connectivity to ensure there are good accessible links for all between urban, rural areas and GI widening the GI network.

- Improving connectivity between existing natural areas to counter fragmentation and increase their ecological coherence e.g. by safeguarding hedgerows, wildlife strips along field margins, watercourses.
- Enhancing landscape permeability to aid species dispersal, migration and movement e.g. through the introduction of wildlife-friendly land uses or agri/forest environment schemes that support extensive farming practices.

- Identifying multifunctional areas, for example where farming, forestry, recreation and ecosystems conservation can all operate together in the same space, delivering multiple benefits.
- Natural landscape features such as small water courses, forest patches and hedgerows can act as green corridors for wildlife.
- Restore habitat patches that have been created with specific species in mind e.g. to help expand the size of a protected area, increase foraging areas, breeding or resting for these species and assist in their migration/dispersal.
- Urban elements such as green parks, green walls and green roofs, host biodiversity and allowing for ecosystems to function and deliver their services by connecting urban, peri-urban and rural areas.

### Measures of Success

If all or few of these statements are true, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- 2.16 Development proposals ensure that the existing Greenways and Highways GI network is sustained or improved through working in collaboration with partners, whilst engaging and involving Parish Councils and communities.
- 2.17 New developments use appropriate GI design and its multi-functions that will enhance the quality, ease of accessibility, inclusivity and connectivity to green spaces, local amenities and across the development.
- 2.18 New developments are located where they can be linked to services and facilities through establishing green active travel routes (walking, cycling and bridleways) that is accessible for all are being created which minimise the need for motor vehicle movements as set out in [Figure 3](#) (on page 93) of the User hierarchy for accessing green spaces and highways and green route design.
- 2.19 Development proposals and projects protect and enhance existing cycling, bridle, and walking routes.

[Return to contents for Develop Management](#)

## 9.3 Guidance for Policy

### Why does it matter?

- 9.3.14 The pressures of changing land use, development and population growth in Essex will have an impact on our environment and potentially cause habitat fragmentation and biodiversity loss. However, good GI design can demonstrate how developments and retrofitting can provide a positive contribution to mitigate these impacts.
- 9.3.15 Creating GI connectivity through strategic plans, developments and GI Projects will help to reconnect existing and fragmented nature areas; for instance, through green corridors and/or green bridges, as well as improving the general ecological quality of the wider environment.
- 9.3.16 Good GI should make connections between our urban, rural and coastal areas, from our towns and cities to our villages.
- 9.3.17 Good GI connectivity should enable the movement of people and wildlife through green networks and corridors.
- 9.3.18 Good strategic planning can guide infrastructure developments away from sensitive sites, thereby reducing the risk of further habitat fragmentation.
- 9.3.19 Good GI connectivity connects people to nature and encourages active lifestyle is vital to improve health and wellbeing outcomes and a reduce health inequalities. For more details regarding this, please see [Principle 6: Health, Wellbeing And Social Equity](#).
- 9.3.20 The protection, enhancement, creation and connectivity of our GI to wider GI network will maximise the delivery of the multiple functions and benefits from GI.

### How to Achieve and/or Improve this Principle?

- 9.3.21 The provision of GI is an important solution to delivering the Lawton principles of more, bigger, better and joined. It advocates a landscape-scale approach to conservation and enhancing connections between sites, either through physical corridors or through 'stepping stones'.

### The Lawton Report

- Bigger
- Better
- Connected

Put the  
Right Habitat  
in the  
Right Place

*Making Space for Nature: a review of England's wildlife sites and ecological networks; defra 2010*

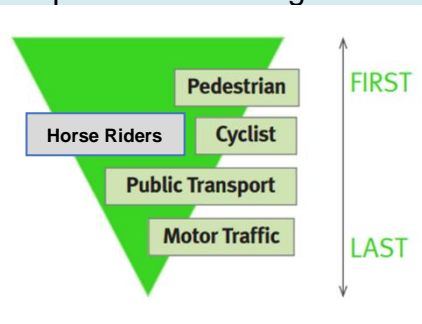
9.3.22 To ensure that access to green spaces is as easy as possible for all, enhances biodiversity and to improve the character and sense of place, it is essential that greater connection with public realm, developments and transport planning is established. Therefore, GI is best achieved through an integrated approach to land management and careful strategic spatial planning. Strategic planning will enable you to identify spatial interactions between different land uses that will need to be investigated over a local or regional geographical area. Strategic planning will also allow you the means to bringing different sectors together in order for them to decide collectively on local land use priorities in a transparent, integrated and cooperative way.

9.3.23 By using the GI asset and Public Rights of Way (including Bridle ways) and Cycling routes maps within the Green Essex Storymap, for instance will help to identify potential opportunities for connectivity. For example:

- To identify new routes which provide multiple functions and benefits by improving accessibility for all user groups, including equestrians, and interconnecting paths between GI, new and existing developments, services and amenities.
- Manage existing and new paths/routes to benefit people and wildlife supporting active and healthy lifestyles and providing environment net gains.
- Connections for wildlife; integrate and enhance surrounding habitats.
- New GI should connect areas of biodiversity value to provide wildlife corridors and/or create larger areas of natural and semi-natural habitat.
- Improved signage, entrances and pathways to and within sites for multi-users by applying the principle of least restrictive access.
- Targeting physical improvements and restoration to routes that can also be promoted for local and visitor use, including the development of the coast path in Essex.

- Provide and promote circular routes around towns and villages.

9.3.24 Dissection of the linear network of cycleways, public rights of way, bridleways and ecological corridors such as ancient woodlands, hedgerows, ditches and water environments are avoided, where possible. Every effort needs to be made to ensure that connections between green spaces and developments are achieved to ensure that routes make sustainable connections. So that people will choose to use for local trips, over the car, with a move towards a user hierarchy as promoted through the Essex



Walking Strategy as shown below.

### 3: User hierarchy for accessing green spaces and highways and green route design

#### Meeting the Principle

9.3.25 The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

#### Indicators

9.3.26 The following check list provides guidance on what needs to be considered.

9.3.27 Statutory Plans, planning policy and additional guidance (such as SDPs, and IDPs) should call for GI to both be designed by the local landscape (including historic landscape) character and be designed to enhance the wider landscape-scale network of GI.

- For more contextual information, there [are National Character Area profiles](#) for Essex. These provide information on the character at the regional level that can be used in GI strategies and planning.

9.3.28 In line with [Principle 4: Early Engagement](#), opportunities and local needs should inform GI planning, allocation and provision. Local need includes outcomes such as better health, improved air quality or addressing identified deficits in local GI supply.

- Good design is fundamental to the successful delivery of attractive, accessible environments to encourage active travel.



- For more information regarding these elements, please see: [Principle 4: Early Engagement](#) and [Principle 6: Health, Wellbeing And Social Equity](#).

9.3.29 Use the Green Essex StoryMap or National mapping to identify different existing GI assets. Show where the assets link together at a local and strategic scale.

- Includes opportunity mapping to show where GI can solve existing issues.

9.3.30 Using local plan to improve networks in urban and rural areas that could help create connectivity for all user groups, including equestrians and integration of developments e.g. using cycle paths, Rights of Way and bridle way network.

9.3.31 Create connectivity to ensure there are good accessible links for all between urban, rural areas and GI widening the GI network.

- Improving connectivity between existing natural areas to counter fragmentation and increase their ecological coherence e.g. by safeguarding hedgerows, wildlife strips along field margins, watercourses.
- Enhancing landscape permeability to aid species dispersal, migration and movement e.g. through the introduction of wildlife-friendly land uses or agri/forest environment schemes that support extensive farming practices.
- Identifying multifunctional areas, for example where farming, forestry, recreation and ecosystems conservation can all operate together in the same space, delivering multiple benefits.
- Natural landscape features such as small water courses, forest patches and hedgerows can act as green corridors for wildlife.
- Restore habitat patches that have been created with specific species in mind e.g. to help expand the size of a protected area, increase foraging areas, breeding or resting for these species and assist in their migration/dispersal.
- Urban elements such as green parks, green walls and green roofs, host biodiversity and allowing for ecosystems to function and deliver their services by connecting urban, peri-urban and rural areas.

### Measures of Success

9.3.32 If all or few of these statements are true, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

9.3.33 Statutory plans are expected to ensure that the existing Greenways and Highways GI network is sustained or improved through working in

collaboration with partners, whilst engaging and involving Parish Councils and communities.

9.3.34 Statutory plans and planning policy is expected to ensure that new developments use appropriate GI design and its multi-functions that will enhance the quality, ease of accessibility, inclusivity and connectivity to green spaces, local amenities and across the development.

9.3.35 Statutory plans and planning policy is expected to ensure that new developments are located where they can be linked to services and facilities through establishing green active travel routes (walking, cycling and bridleways) that is accessible for all, are being created which minimise the need for motor vehicle movements as set out in [Figure 3](#) (on page 93) of the User hierarchy for accessing green spaces and highways and green route design.

9.3.36 Statutory plans, planning policy and industry/local guidance protect and enhance existing cycling, bridle, and walking routes.

[Return to Contents for Policy](#)

## 9.4 Further Guidance and Information

- 9.4.14 Annex A includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regards to connectivity, please see:

- [Oakwood Pond, Harlow](#)
- [Essex Walking Strategy](#)

### External Resources

- 9.4.15 Design Guide - How to achieve quality in development for people, wildlife & the environment (draft), Cornwall Council, 2020 Section 6 from page 38): <https://indd.adobe.com/view/0369a2c8-eeb7-42eb-b9dc-15c85a8fd066>
- 9.4.16 The Planning for Walking Toolkit; Transport for London, 2020 (Pages 274-283): <http://content.tfl.gov.uk/streetscape-guidance-.pdf>
- 9.4.17 National Design Guide - Planning practice guidance for beautiful, enduring and successful places; Ministry of Housing, Communities & Local Government, 2019 (Pages 22-33): [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/843468/National\\_Design\\_Guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843468/National_Design_Guide.pdf)

# 10 PRINCIPLE 8: STRONG POLICY WORDING AND COMMITMENT.

## 10.2 Standard



Policy for GI is strongly worded with a commitment to positive action(s) as reflected in statutory plans and industry/local guidance and supported by incentives and clear guidance about what success looks like.

## 10.3 Guidance for Development Management

### Why does it matter?

- .3.14 Development proposals need to make strongly worded commitments to the protection and provision of GI on site. Applications are expected to recognise and reference GI as a positive economic, social, and environmental asset, serving as critical infrastructure, throughout.
- .3.15 The Natural Capital Committee, an independent advisory committee to the UK Government, has stated that: “Building GI into long-term development plans will not only ensure its benefits from the outset, but will also avoid costly retrofitting in the future.

### How to Achieve and/or Improve this Principle?

- .3.16 The type and strength of wording used when referring to GI provision, protection, management, and maintenance is critical. GI commitments made using terms such as ‘should’ ‘consider’ or ‘might’ are considered weak as they can potentially be voided or trumped by commitments for the delivery of other infrastructure and/or services.
- .3.17 Green Infrastructure needs to be integral design component at the earliest pre-application and masterplanning stages of development to illustrate a strong commitment to the protection and provision of GI on site. A design-led approach can help with planning GI for multiple benefits. For more information regarding this, please see: [Principle 1: Mainstreaming and Integration](#)
- .3.18 Early engagement with stakeholders regarding GI is expected to be an ‘inclusive and participatory process’ to allow placemaking/ placekeeping discussions where GI functions and benefits can be identified and designed into development proposals. Strongly worded GI commitments will be supported when design and provision is informed by effective engagement via participatory processes. For more information regarding this, please see: [Principle 4: Early Engagement.](#) and [Principle 5: Managing Different Expectations.](#)
- .3.19 A GI audit (or equivalent) needs to be completed to outline and access the existing site GI. Where possible, existing GI is to be incorporated as part of the design with strongly worded commitments for this made. Where the removal of high value GI is unavoidable then suitable location will need to be identified and replaced to equal or enhanced quality. Again, strongly worded commitments for the mitigation of GI lose are expected.

- .3.20 Strong commitments must be made to the delivery of GI as outlined at the planning application stage. Where possible, there should be no variation between what is proposed and what is physically delivered on site.
- .3.21 GI must align with statutory plans, planning policy and local guidance including: the Essex Green Infrastructure Strategy (2020) and the Essex GI Standards.

### **Meeting the Principle**

- .3.22 It is important for the GI designs in development proposals to be supported with the commitment to deliver on the ground. Site GI principles and standards should be embedded and referenced across application documents to ensure its multifunctionality and multiple benefits are not overlooked. This integration will clearly demonstrate the contributions of GI to natural capital, ecosystem services, biodiversity net-gain, climate change, flooding, health and wellbeing, sustainable transport and placemaking.
- .3.23 [Principle 1: Integration and Mainstreaming](#), Guidance for DM lists key documentation that will need to integrate strongly worded commitments for GI provision, protection, management and maintenance.

### **Indicators**

- .3.24 The indicators below provide examples of what you can do and describes what doing well on this principle looks like.
- .3.25 The following check list provides guidance on what needs to be considered. Use the [Green Infrastructure Policy Assessment tool](#) (Northumbria University 2019) to assess the Strength of wording.
- .3.26 Design an inclusive and participatory process that involves all relevant development proposal stakeholders (including a GI expert whether external or internal) in GI discussions. For more information on this, please see: Principle 4: Early Engagement.
- .3.27 Strong wording such as 'must', 'required' or 'expected' have been used to commitment to the provision, protection, management, and maintenance of GI.

### **Measures of Success**

If these statements are true, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- .3.28 GI needs to be integral design component at the earliest pre-application and masterplanning stages of development to illustrate a strong commitment to the protection and provision of GI on site. It is expected that the indicative location of GI should be known at early stages, even if the precise location is

not known. For more information regarding this, please see [Principle 1: Mainstreaming and Integration](#).

- .3.29 There should be loss of GI as the development proposal moves through the planning process. This is to ensure there is no variation from the GI provision outlined in planning application and the GI delivered on site.

[Return to contents for Develop Management](#)

DRAFT



## 10.4 Guidance for Policy

### Why does it matter?

- .4.14 Policy wording needs to recognise GI as a positive economic, social, and environmental asset serving as critical infrastructure and, as such, needs strong action-orientated policy interventions to enhance its delivery.
- .4.15 Policy wording should cover all of the standards identified here but [research](#) has shown that whilst coverage may be good the strength of policy wording (must, should, where appropriate, where possible) often falls into the weaker categories. This creates vulnerability to being trumped other interests.
- .4.16 The National Planning Policy Framework does contain policies for GI which provide key hooks for strategic and local development plans, but they are handicapped by the use of “should” suggesting the need for stronger local policy responses, where possible e.g. paragraphs 20d, 92c, 154a, 175, 186.
- .4.17 The Natural Capital Committee, an independent advisory committee to the UK Government, has stated that: “Building GI into long-term development plans will not only ensure its benefits from the outset, but will also avoid costly retrofitting in the future”.

### How to Achieve and/or Improve on this Principle

- .4.18 Make the context of your plan, policy, project or programme clear at the outset. Policy wording in a development plan or within an industry/local guidance (that is non-statutory) may carry less weight compared to the policy wording within Local Plans and other statutory plans, due to their statutory status, unless they are adopted as a Supplementary Planning Document to a Local Plan. By not having strong policy wording within any of these documents will increase the vulnerability of GI when confronted with other competing policy priorities. Strong policies will be supported when the multiple benefits of GI are realised through effective engagement and participatory processes ([Principle 4: Early Engagement](#) and [Principle 5: Managing different expectations](#)) and effective mainstreaming ([Principle 1: Integration and mainstreaming](#)).
- .4.19 You will need to design an inclusive and participatory process that involves all relevant policy sector participants (including a GI expert whether external or internal) in placemaking/ placekeeping discussions where GI functions and benefits can be identified and designed into plans, programmes, projects or policies. See [Principle 4: Early Engagement](#) to help strengthen the narrative and maximize the opportunities to secure the best outcomes through planning and design. It is helpful here to identify the key political hooks such as climate emergency and, biodiversity net-gain and duty to corporate across the key criteria from the NPPF will aid discussions and

secure political traction within a breadth of policies. This will build upon [Principle 1: Integration and mainstreaming](#) to embedded GI across several thematic chapters.

- .4.20 To ensure that the integration of GI within Statutory plans, planning policy and industry/local guidance is strengthened, you will need to consider the types and strength of wording to be used. For example, using the words 'should' or 'consider' weakens the policy because it can be trumped by other policies expressed as 'must', 'required' or 'expected'. This will deliver a good, comprehensive, strong and consistent GI policy.

- .4.21 Scott and Hislop have developed a [GI Planning Policy Assessment Tool](#), that assesses the efficacy and quality of both GI policy coverage and wording, as shown in [case study 15](#). We encourage you to use the GI planning Policy Assessment tool to ensure your policy has GI embedded across a broad range of policy areas in your Local Plan.

### Meeting the Principle

- .4.22 It is important for the delivery of GI in development proposals to be supported with the commitment within policy. GI principles and standards should be embedded and referenced throughout the local plan and other strategic documents to ensure its multifunctionality and multiple benefits are not overlooked. This integration will clearly demonstrate the contributions of GI to natural capital, ecosystem services, biodiversity net-gain, climate change, flooding, health and wellbeing, sustainable transport and placemaking.

### Indicators

- .4.23 The following checklist will help you with the understanding of how to deliver principle 9 and meet the standard.
- Use the [Green Infrastructure Policy Assessment tool](#) (Northumbria University 2019) to assess the Strength of wording.
  - Design an inclusive and participatory process that involves all relevant policy sector participants (including a GI expert whether external or internal) in GI discussions. [See Principle 4: Early Engagement. Sections 6.2.5-6.3.10 Indicators.](#)
  - Use key political hooks such as climate emergency and, biodiversity net-gain, [Local Nature Recovery Strategy](#) and duty to corporate to aid discussions and integrate GI within a breadth of policies. See [Principle 1: Mainstreaming and Integration sections 3.3.9 – 3.3.10 Indicators](#)
  - When reviewing statutory plans, planning policy and industry/local guidance opportunities have been taken to merge and or refine policy wording.

- Strong wording such as 'must', 'required' or 'expected' have been used to produce comprehensive, strong and consistent GI policy when writing statutory plans, planning policy and industry/local guidance.

### **Measure of Success**

- .4.24 If these statements are true for your policy/ planning application/ strategic document /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):
- .4.25 Statutory plans, planning policy and industry/local guidance demonstrate a strong commitment to delivering multifunctional GI through strong and positive (policy) wording.
- .4.26 The indicative locations of GI are outlined in policy at an early stage, even if the precise location is unknown.
- .4.27 There is strong and joined-up leadership, engaging with a wide range of stakeholders and partners through inclusive and accountable partnerships.
- .4.28 Key political hooks have been identified and GI has been used as a measure to address several challenges and opportunities coming forward.
- .4.29 No GI is lost as an application for an allocate site passes through the planning process.

[Return to Contents for Policy](#)

## 10.5 Further Guidance and Information

### Case Studies/ Illustrative Examples

- 10.5.14 Annex A includes a selection of illustrative examples and best practice case studies that illustrate the application of the GI Standards. In regards to strong policy wording and commitment, please see:

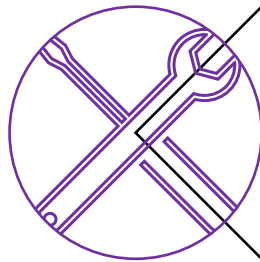
- [GI Planning Policy Assessment Matrix](#)

### External Resources.

- 10.5.15 Mainstreaming Green Infrastructure; Natural Environment Research Council, 2019: <https://mainstreaminggreeninfrastructure.com/index.php>
- 10.5.16 GI Policy Assessment Tool; Natural Environment Research Council, 2019: <https://mainstreaminggreeninfrastructure.com/project-page.php?green-infrastructure-planning-policy-assessment-tool>
- 10.5.17 Mainstreaming the Concept - Understanding and applying the principles of Green Infrastructure; Natural England, 2012 (Chapter 3, Page 16): <http://publications.naturalengland.org.uk/publication/46011>
- 10.5.18 Perfect Expert Paper 3: What does good green infrastructure policy look like?, 2020: [https://www.interregeurope.eu/fileadmin/user\\_upload/tx\\_tevprojects/library/file\\_1592825117.pdf](https://www.interregeurope.eu/fileadmin/user_upload/tx_tevprojects/library/file_1592825117.pdf)

# 11 PRINCIPLE 9: STEWARDSHIP AND MAINTENANCE

## 11.2 Standard



The long-term management and stewardship plans are identified at the early stage with the necessary funding and monitoring components in place.

## 11.3 Guidance for Development Management

### Why does it matter?

- .3.14 Stewardship for the management and maintenance of GI is vital to ensure the functions and benefits of individual GI features are delivered and sustained for the long term.
- .3.15 This standard should provide for adequate provision for how GI in the public and private domain will be managed and maintained, including the governance and responsibility for these activities, their funding, monitoring and evaluation.
- .3.16 People are more likely to use green spaces if they are well maintained. If sites are easier to access, more visible and better used, they will contribute to local people's sense of civic pride, encourage ongoing involvement (i.e. volunteering and formation of 'Friends Of' groups).
- .3.17 In line [with Principle 4: Early Engagement](#), it is important that steward, management, and maintenance provisions for development proposals are considered during the early engagement with stakeholders. This could create opportunities for community participation and volunteering regarding GI management and maintenance, creating a sense of ownership ensuring that GI is looked after in the long term. It needs both early engagement and collaboration liaising with the Country Parks teams, Outdoor Pursuits Centres, landowners, Parishes, the community, and Wildlife Trusts.
- .3.18 Long-term management and maintenance often take a community effort. In some cases, it may take volunteers and/or donated labour and materials. In others, it may take an initiative that encourages the community, or even the local authority to make changes.
- .3.19 In line with [Principle 2: Evidence-Led](#), it is important that stewardship, management, and maintenance provisions for development proposals are evidence-led, built from recent and reliable data. This is to ensure that the management and maintenance plans outlined are correctly aligned with both the protection and management of retained GI and establishment and maintenance of new GI features.
- .3.20 Future GI investment decisions should be built on the value that GI creates, as part of place making and not just on how much GI assets cost to maintain. Every £1 spent on parks in England generates an estimated £7 in additional value for health and wellbeing and the environment ([The Parks Alliance, 2020](#)).

### How to Achieve and/or Improve this Principle?

- .3.21 GI must be designed to be appropriate to the local character and needs of the community and a wide range of users to be accessible to all and usable all year round. You will need to ensure the stewardship/governance bodies provide the ability for the relevant stakeholders and representatives of local communities, users and other beneficiaries to get involved in the management of their GI and green spaces. As the end-users are tremendously important and should be engaged and represented not only in the planning for GI, but its stewardship, so their needs are integrated and creates a sense of ownership. This will ensure that the GI is responsive to local needs and is looked after in the long-term. There is, also, a need to continue to create opportunities for community participation and volunteering that can also actively engage and benefit people, especially those that ordinarily face barriers to visiting green spaces.
- .3.22 You may need to consider a compensatory provision to be made for the loss of existing GI from a proposal to provide for the provision of new and/or enhancement of GI on-site or off-site. A progression from Biodiversity Net Gain to a broader environmental net gain approach. Where appropriate, the local planning authority will seek to secure via planning obligation provision for the future management and/or maintenance of GI.
- .3.23 Long-term management and maintenance of GI need to be considered at an early stage in planning for developments to ensure it is considered in the viability assessment of the site. This includes consideration by the Local Planning Authority and the developers during the planning process on how the GI will be funded, managed and maintained in perpetuity. It is important through masterplanning that the design for specific spaces within a site incorporates multifunctional GI and the likely management and maintenance costs to be identified at the outset. This will potentially provide an opportunity to identify designing solutions to suit the budget early on. Site management plans and funding for any development proposals will need to incorporate the long-term management and maintenance of GI. That these arrangements are agreed and secured alongside planning permissions to ensure that assets maintain their functions and benefits. This will include ensuring landscapes, planting and species are selected as part of the GI design to allow for effective for long-term low-cost management and maintenance. As well as delivering other GI multiple functions and benefits. For example:
- In public green spaces use low growing grasses, wildflower strips/meadows which can support biodiversity.
  - Street trees are of a suitable species and specification. Enough space to grow or planted in tree pits to avoid future conflicts with services and hard surfaces in the long-term.



### Meeting the Principle

- .3.24 The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### Indicators

- .3.25 The following check list provides guidance on what needs to be considered for planning long-term management and maintenance of GI:
- .3.26 Establish an agreement on the proposed long-term maintenance of the GI early on, for example:
- Masterplans for larger development sites can provide designs for specific spaces within a site and seek multifunctional GI benefits. This will help to identify likely management and maintenance costs from the outset and potential identify designing solutions with GI that will suit the budget.
- .3.27 Ensure sound legal and financial arrangements are in place. This will enable collaboration with communities, landowners, land managers, trusts, foundations, and others in local governance. This will secure the long-term management and maintenance of GI. It will also future proof for changes such as to land ownership
- .3.28 Design for low maintenance GI.
- .3.29 Explore blended finance models including public income and private or voluntary sector contributions, For example:
- Maintenance of some of the GI assets through voluntary stewardship, e.g. verges, can be done by local residents, increasing the sense of ownership among the community and reducing maintenance costs for the councils.
  - Consider the distribution of funding within Local Authorities for cross-sector flows; - Looking at funding from a multi-disciplinary, cross-sectoral perspective can release a range of sources. For example, such as from transport, infrastructure, climate change resilience, health, air quality, water quality, flood prevention, community cohesion, and economic regeneration (rather than just parks and greenspace funding).
- .3.30 Explore opportunities for income generation through innovative approaches. These include crowd funding, contactless donation technology, energy

generation (e.g. biomass or other renewables), habitat and carbon banking, prescribed health activities.

- .3.31 Look for opportunities to support improved long-term conservation, enhancement, and improvement of Natural Capital assets. This may include opportunities through appropriate ownership and management including embedded assets, income streams or endowments. Endowments can provide long-term revenue-generating assets, For example:

- Explore effective management and maintenance regimes of verges and hedgerows to enhance Biodiversity Net Gain.

### **Measures of Success**

- .3.32 If all or some of these statements are true, this indicates you have succeeded in applying this principle to the appropriate level (or standard):

- .3.33 The ongoing management and maintenance for existing and new GI have been arranged from the outset of a development or project to protect the deliverability of multifunctional benefits over time.

- .3.34 Development proposals outline the details of the long-term maintenance and management of site GI in application documentation. This should include how GI will be designed, managed, and maintained sustainably, for example through a GI, Landscape and Ecology Management Plan.

- .3.35 Development proposals are expected to outline how retained GI, such as existing trees, hedges and vegetation will be protected during construction via documentation such as a Construction Environment Management Plan (CEMP).

- .3.36 Local communities and other stakeholders have been engaged early to encourage local people to take an active role in the management and maintenance of their local GI. For more information regarding this matter, please see [Principle 4: Early Engagement](#).

[Return to contents for Develop Management](#)

## 11.4 Guidance for Policy

### Why does it matter?

- .4.14 Stewardship for the management and maintenance of GI is vital to ensure the functions and benefits of individual GI features are delivered and sustained for the long term. Hence the use of placemaking and placekeeping functions throughout this document.
- .4.15 Also, this standard expects positive public engagement in the ongoing management and maintenance of GI features. By involving people at an early stage, the GI features within the development are more likely to be used, enjoyed and local people are more likely to play an active role in their management and maintenance themselves.
- .4.16 People are more likely to use green spaces if they are well maintained. If sites are easier to access, more visible and better used, they will contribute to local people's sense of civic pride, encourage ongoing involvement (i.e. volunteering and formation of 'Friends Of' groups).
- .4.17 Long-term management and maintenance often take a community effort. In some cases, it may take volunteers and/or donated labour and materials. In others, it may take an initiative that encourages the community, or even the local authority to make changes.
- .4.18 It needs both early engagement and collaboration liaising with the Country Parks teams, Outdoor Pursuits Centres, landowners, Parishes, the community, and Wildlife Trusts. [See Principle 4: Early Engagement.](#) to effectively use stakeholder insight and engagement to understand the place and people and to co-produce projects and activities.
- .4.19 Build future GI investment decisions on the value that GI creates, as part of place making and not just on how much GI assets cost to maintain. Every £1 spent on parks in England generates an estimated £7 in additional value for health and wellbeing and the environment (The Parks Alliance, 2020).

### How to Achieve and/or Improve this Principle?

- .4.20 It is important that you identify the long-term management and maintenance within Statutory plans, planning policy, industry/local guidance, development proposals and/or projects from the outset. To achieve this standard, you will need to look at different ways of using revenue funding to secure long-term maintenance. It is important to consider a range of options and diversify income streams to maximise resilience. Use a more blended approach, whether through developers' and landowners' contributions (i.e.S106, CIL,

Biodiversity Net Gain credits), community groups via volunteer stewardship and managing companies.

### **Meeting the Principle**

- .4.21 The indicators below provide examples of what you can do and describes what doing well on this principle looks like.

### **Indicators**

- .4.22 The following check list provides guidance on what needs to be considered for planning long-term management and maintenance of GI:
- .4.23 Make GI essential infrastructure. Work to promote the perception that GI delivers across policy objectives and is funded long-term.
- .4.24 Ensure GI Plans include funding, governance, ongoing management, monitoring and action plan.
- .4.25 Provide evidence as to why to invest in GI.
- Gather local and national evidence on the benefits and economic returns of investing in GI to make your business case for investing in GI.
  - Make the case for investment in GI across a broad range of sectors. Present the economic benefits and financial and policy returns of investing in GI.

### **Measures of Success**

- .4.26 If all or some of these statements are true for your policy and strategic documents /project, this indicates you have succeeded in applying this principle to the appropriate level (or standard):
- .4.27 Statutory plans, planning policy and industry/local guidance are expected to set out the requirement for details of the long-term maintenance and management of GI. This should include how GI will be designed, managed and maintained sustainably.
- .4.28 Local communities and other stakeholders have been engaged early to encourage local people to take an active role in the management and maintenance of their local GI. For more information regarding this, please see [Principle 4: Early Engagement](#).

[Return to Contents for Policy](#)

## 11.5 Further Guidance and Information

### Case Studies/ Illustrative Examples

- 11.5.14 1.1.1.1.1.1.1.1 Annex A includes a section of illustrative examples and best practise case studies that illustrate the application of the GI Standards. In regards to stewardship, please see:

- [City of Edinburgh SPG Developer Contributions and Infrastructure Delivery](#)
- [Green Space Stewardship – Land Trust, Beaulieu, Chelmsford.](#)

### External Resources

- 11.5.15 Report on the feasibility study into landscape-style community land stewardship in the south Wales valleys; SKYLINE, 2019 (Page 23-33): [https://skyline.wales/sites/default/files/attachments/2019-11/skyline-final\\_1.pdf](https://skyline.wales/sites/default/files/attachments/2019-11/skyline-final_1.pdf)
- 11.5.16 Garden City Standards for the 21st Century - Practical Guides for Creating Successful New Communities guide 9: long-term stewardship; Town and Country Planning Association, 2017 (Pages 11-18): <https://www.tcpa.org.uk/Handlers/Download.ashx?IDMF=6326f215-8260-47d6-998d-f0e76aef09fd>
- 11.5.17 National Design Guide - Planning practice guidance for beautiful, enduring and successful places; Ministry of Housing, Communities & Local Government, 2019 (pages 47 – 49): [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/843468/National\\_Design\\_Guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843468/National_Design_Guide.pdf)
- 11.5.18 Built Today, Treasured Tomorrow - a good practice guide to long-term stewardship - creating garden cities and suburbs today; Town and Country Planning Association, 2014 (Pages 8 – 29, 48): <https://www.tcpa.org.uk/Handlers/Download.ashx?IDMF=e72ebaf7-d4b2-4f6c-9e02-283edb5a0660>

# 12 CONCLUSION

## 12.2 What does good look like?

- 12.2.14 It is the intention of the Essex GI Standards Framework to embed GI within new developments, retrofitting into our towns, cities and villages and for GI to become an integral part of the day-to-day considerations and decision making in other key sectors and services (i.e. health and wellbeing, highways etc.) to ensure that future planning, design, management and maintenance is coherent, structured and focused. We need to move away from looking at GI in isolation, but towards a more joined-up, partnership approach which uses the resources we have to secure the greatest gains for the environment and the sustainable economy, as well as the health and wellbeing of its communities. In delivering the nine principles and standards together will ensure the delivery of high-quality multifunctional GI and the multiple benefits they provide. The order of nine principles and standards reflect the sequence and timescales for successfully planning, delivering and maintaining GI. In that the strategic decisions we make over the long-term will advance the case for GI investment and its importance in placemaking and place-keeping across Essex.

### Case Study - Temple Farm, Chelmsford



through attractive and sustainable building and landscape design. A core belief of Watch Tower is to respect and care for the environment. Incorporating sustainable design measures that are 'beyond' normal industry practice publicly demonstrates this to visitors, residents and the community.

#### What is this case study about?

The Temple Farm development is situated on 34 hectares of land which was previously a large scrapyards. It has been remediated and developed to become the Watch Tower Bible and Tract Society of Britain's new headquarters for Jehovah's Witness Organisation. The live/work campus complements its rural surroundings

#### What is the value of this approach?

Temple Farm was a hybrid application. This means it included an outline application and a detailed application, which both was approved in 2015. The detailed application for the Temple Farm development related to all infrastructure works, including a power supply and access. A number of



reserved matter applications, which confirm the specifications of different aspects of the development was submitted. These improved the quality of the final design, making the development a better place for What has happened?



#### Activity/Outcomes

The access road alone was awarded the Susdrain New Build Small Scale award in 2018. The development has been awarded First ever BREEAM Communities innovation credit is claimed by Temple Farm Development. It is also the second BREEAM Communities project to have received an Outstanding rating.



#### How does it demonstrate the principle?

The development consists of a myriad of different features that

demonstrates all the principles through to its early engagement, evidence, design and commitment - integrating many aspects of sustainability. The landscaping and built environment design actively promote Biodiversity Net Gain, amenity, health and wellbeing connectivity and a range of other multifunctional benefits. Through the improvements to local pedestrian and cycle routes, nature-based solutions SuDs, planting of trees, native hedgerow and woodland. The inclusive design and operation strategy

residents and visitors. There are many innovative features that make this development an exceptionally dynamic and pioneering one in all aspects of sustainability.

developed at the outset ensures that the needs of all users are met. Before construction work even started, the long-term maintenance and operation of the development including GI was in place.



#### What are the lessons learnt?

The process of incorporating standards like BREEAM raises the awareness of the project design team in matters of sustainability when it comes to building layouts and material specification. As a result of using BREEAM, consideration was given to issues of ecology, energy, water, waste and pollution much earlier in the design process.

### Other Principles Met



## 12.3 Assessment and Evaluation

- 12.3.14 Details on the assessment and evaluation approach will be governed by the feedback from the April 2021 consultation. There are four possible options for assessing and evaluating whether the principles and standards have been adequately achieved.

- Option 1: The framework becomes a supporting guidance only.
- Option 2: A self-assessment, through using an Essex adapted version of the GI planning Policy Assessment matrix tool to assess.
- Option 3: Full assessment via external assessors, or potential external verification through Building with Nature where appropriate.
- Option 4: A combination all three, to be applied where appropriate.

## 12.4 Next Steps for the Essex GI Standards

- 12.4.14 This technical Essex GI standards guidance contains information on each of the nine key Essex GI Principles and Standards, with content focusing of the application of these to planning policy and development management. This section will outline the next steps that will be taken to advance and update this document.

### Local Nature Partnership (LNP)

- 12.4.15 The Essex GI Infrastructure standards framework and guidance will support Local Nature Partnership (LNP). LNPs are partnerships of a broad range of local organisations, businesses and people who aim to help bring about improvements in their local natural environment. It is anticipated that the LNP will explore opportunity mapping that will identify natural habitats sites to protect and enhance in Essex. This will provide further guidance for the delivery of offsite strategic GI in Essex.

### Natural England GI Standards

- 12.4.16 The [Natural England](#) National GI Standards Framework are expected to be published in Summer 2022. These standards aim to result in the incorporation of green infrastructure into development planning across the country.
- 12.4.17 The Essex GI Principles were identified across the three 'Making Better Planning for Better Placemaking and Place Keeping' workshops that were a part of the Essex project for trialling the Natural England National GI Standards Framework during September 2020 to February 2021 (for further information, please see 1.1.1.1.1.1.1.1 Annex D).
- 12.4.18 Essex's GI team are working closely with Natural England ensure that our local standards are broadly in line with their national standards. More information on these will be added to this document following the publication of the Natural England Standards. In addition, a table will be made to illustrate the links between the Essex and Natural England GI Standards.

### Document Reviews and Updates

- 12.4.19 This technical Essex GI Principles and Standards document will be reviewed annually and, depending upon this review, updates were necessary to ensure it is kept in line with national guidance, policy, and emerging



documents. Additional best practise case studies and illustrative examples that meet Essex GI standards will also be incorporated.

DRAFT

# 13 FURTHER GUIDANCE AND INFORMATION

13.2.14 Building with Nature User Guide for Developments and Policy Makers, 2017 (Will need to request a free copy via [info@buildingwithnature.org.uk](mailto:info@buildingwithnature.org.uk)): <https://www.buildingwithnature.org.uk/>

13.2.15 Understanding our growing environmental vocabulary in England Connecting Green Infrastructure, Natural Capital, Ecosystem Services and Net Gains within the English Planning System, Natural Environment Research Council, 2020: <https://mainstreaminggreeninfrastructure.com/project-page.php?understanding-our-growing-environmental-vocabulary-in-england>

13.2.16 For information on where to access further specialist advice, please refer to the table below

**Table 2: Further Information and Contact Details**

Subject Area and/or Organisation	Further Information	Contact Information
Arboriculture (Place Services)	<a href="https://www.placeservices.co.uk/what-we-do/natural-environment/arboriculture/">https://www.placeservices.co.uk/what-we-do/natural-environment/arboriculture/</a>	<a href="tel:03330136840">0333 013 6840</a> <a href="mailto:enquiries@placeservices.co.uk">enquiries@placeservices.co.uk</a>
Countryside Management (Place Services)	<a href="https://www.placeservices.co.uk/what-we-do/natural-environment/countryside-management/">https://www.placeservices.co.uk/what-we-do/natural-environment/countryside-management/</a>	<a href="tel:03330136840">0333 013 6840</a> <a href="mailto:enquiries@placeservices.co.uk">enquiries@placeservices.co.uk</a>
Ecology	<a href="https://www.placeservices.co.uk/what-we-do/natural-environment/ecology/">https://www.placeservices.co.uk/what-we-do/natural-environment/ecology/</a>	<a href="tel:03330136840">0333 013 6840</a> <a href="mailto:enquiries@placeservices.co.uk">enquiries@placeservices.co.uk</a>
Basildon Borough Council	<a href="https://www.basildon.gov.uk/">https://www.basildon.gov.uk/</a>	<a href="tel:01268533333">01268 533333</a> <a href="mailto:planning@basildon.gov.uk">planning@basildon.gov.uk</a>
Braintree District Council	<a href="https://www.braintree.gov.uk/">https://www.braintree.gov.uk/</a>	<a href="tel:01376552525">01376 552525</a> <a href="mailto:planning@braintree.gov.uk">planning@braintree.gov.uk</a>
Brentwood Borough Council	<a href="https://www.brentwood.gov.uk/">https://www.brentwood.gov.uk/</a>	<a href="tel:01277312500">01277 312500</a> <a href="mailto:planning@brentwood.gov.uk">planning@brentwood.gov.uk</a>

Castle Point Borough Council	<a href="https://www.castlepoint.gov.uk/">https://www.castlepoint.gov.uk/</a>	01268 882200 <a href="mailto:info@castlepoint.gov.uk">info@castlepoint.gov.uk</a>
Chelmsford City Council	<a href="https://www.chelmsford.gov.uk/">https://www.chelmsford.gov.uk/</a>	01245 606826 <a href="http://www.chelmsford.gov.uk">Online enquiry form at www.chelmsford.gov.uk</a>
Colchester Borough Council	<a href="https://www.colchester.gov.uk/">https://www.colchester.gov.uk/</a>	01206 282424 <a href="mailto:Planning.services@colchester.gov.uk">Planning.services@colchester.gov.uk</a>
Epping Forest District Council	<a href="https://www.eppingforestdc.gov.uk/">https://www.eppingforestdc.gov.uk/</a>	01992 564000 <a href="mailto:contactplanning@eppingforestdc.gov.uk">contactplanning@eppingforestdc.gov.uk</a>
Harlow District Council	<a href="https://www.harlow.gov.uk/">https://www.harlow.gov.uk/</a>	01279 446655 <a href="mailto:planning.services@harlow.gov.uk">planning.services@harlow.gov.uk</a>
Maldon District Council	<a href="https://www.maldon.gov.uk/">https://www.maldon.gov.uk/</a>	01621 854477 <a href="mailto:contact@maldon.gov.uk">contact@maldon.gov.uk</a>
Rochford District Council	<a href="https://www.rochford.gov.uk/">https://www.rochford.gov.uk/</a>	01702 318191 <a href="mailto:Planning.applications@rochford.gov.uk">Planning.applications@rochford.gov.uk</a>
Southend-on-Sea Borough Council	<a href="https://www.southend.gov.uk/">https://www.southend.gov.uk/</a>	<a href="mailto:council@southend.gov.uk">council@southend.gov.uk</a>
Tendring District Council	<a href="https://www.tendringdc.gov.uk/">https://www.tendringdc.gov.uk/</a>	01255 686868 <a href="mailto:Planning.services@tendringdc.gov.uk">Planning.services@tendringdc.gov.uk</a>
Thurrock Council	<a href="https://www.thurrock.gov.uk/">https://www.thurrock.gov.uk/</a>	<a href="mailto:general.enquiries@thurrock.gov.uk">general.enquiries@thurrock.gov.uk</a>
Uttlesford District Council	<a href="https://www.uttlesford.gov.uk/">https://www.uttlesford.gov.uk/</a>	01799 510510 <a href="mailto:planning@uttlesford.gov.uk">planning@uttlesford.gov.uk</a>
Essex Climate Action Commission	<a href="https://www.essexclimate.org.uk/">https://www.essexclimate.org.uk/</a>	Online enquiry form at: <a href="https://www.essexclimate.org.uk/contact-us">https://www.essexclimate.org.uk/contact-us</a>
Green Infrastructure (Essex County Council)	<a href="https://www.essex.gov.uk/protecting-environment">https://www.essex.gov.uk/protecting-environment</a>	<a href="mailto:greeninfrastructure@essex.gov.uk">greeninfrastructure@essex.gov.uk</a>
Minerals and Waste (Essex County Council)	<a href="https://www.essex.gov.uk/topic/planning-development">https://www.essex.gov.uk/topic/planning-development</a>	<a href="mailto:mineralsandwastepolicy@essex.gov.uk">mineralsandwastepolicy@essex.gov.uk</a>
Highways Planning and Community Infrastructure (Essex County Council)	<a href="https://www.essex.gov.uk/planning-advice-guidance/highways-planning-advice">https://www.essex.gov.uk/planning-advice-guidance/highways-planning-advice</a>	<a href="mailto:Development.Enquiries@essex.gov.uk">Development.Enquiries@essex.gov.uk</a>
Sustainable Drainage (Essex County Council)	<a href="https://flood.essex.gov.uk/new-development-advice/">https://flood.essex.gov.uk/new-development-advice/</a>	<a href="mailto:suds@essex.gov.uk">suds@essex.gov.uk</a>
Sustainable Travel (Essex County Council)	<a href="https://www.essex.gov.uk/sustainable-travel">https://www.essex.gov.uk/sustainable-travel</a>	<a href="mailto:travelplanteam@essex.gov.uk">travelplanteam@essex.gov.uk</a>
Essex Design Guide	<a href="https://www.essexdesignguide.co.uk/">https://www.essexdesignguide.co.uk/</a>	0333 013 6840 <a href="mailto:essexdesignguide@essex.gov.uk">essexdesignguide@essex.gov.uk</a>

Infrastructure Planning and Developer Contributions (Essex County Council)	<a href="https://assets.ctfassets.net/knkzaf64jx5x/5aKhke88Ey5zkdMvSQj44w/0d71817cad70b9394d76e7a490ac7bd7/developers-guide-infrastructure-contributions.pdf">https://assets.ctfassets.net/knkzaf64jx5x/5aKhke88Ey5zkdMvSQj44w/0d71817cad70b9394d76e7a490ac7bd7/developers-guide-infrastructure-contributions.pdf</a>	0345 743 0430 <a href="mailto:development.enquiries@essex.gov.uk">development.enquiries@essex.gov.uk</a>
Natural England	<a href="https://www.gov.uk/government/organisations/natural-england">https://www.gov.uk/government/organisations/natural-england</a>	0300 060 3900 <a href="mailto:enquiries@naturalengland.org.uk">enquiries@naturalengland.org.uk</a>
Building with Nature	<a href="https://www.buildingwithnature.org.uk/">https://www.buildingwithnature.org.uk/</a>	01452 383 333 <a href="mailto:info@buildingwithnature.org.uk">info@buildingwithnature.org.uk</a>
Essex Wildlife Trust	<a href="https://www.essexwt.org.uk/">https://www.essexwt.org.uk/</a>	Online enquiry form at: <a href="https://www.essexwt.org.uk/contact-us">https://www.essexwt.org.uk/contact-us</a>
Transport Planning and Active Travel	<a href="#">Sustainable travel - Essex County Council</a>	<a href="mailto:travelplanteam@essex.gov.uk">travelplanteam@essex.gov.uk</a>
Essex Forestry	<a href="#">The Essex Forest Initiative - Essex County Council</a>	<a href="https://www.facebook.com/EssexForest">https://www.facebook.com/EssexForest</a>
Low Carbon and Energy	<a href="#">Reducing carbon emissions - Essex County Council</a>	<a href="mailto:lowcarbon@essex.gov.uk">lowcarbon@essex.gov.uk</a>
Health and Wellbeing (Livewell)	<a href="#">Home - Livewell (livewellcampaign.co.uk)</a>	<a href="mailto:livewell@braintree.gov.uk">livewell@braintree.gov.uk</a>
Environment Agency	<a href="#">Environment Agency - GOV.UK (www.gov.uk)</a>	<a href="mailto:enquiries@environment-agency.gov.uk">enquiries@environment-agency.gov.uk</a>
RSPB	<a href="https://www.rspb.org.uk/">https://www.rspb.org.uk/</a>	01767 680551
Woodland Trust	<a href="https://www.woodlandtrust.org.uk/">https://www.woodlandtrust.org.uk/</a>	0330 333 3300 <a href="mailto:enquiries@woodlandtrust.org.uk">enquiries@woodlandtrust.org.uk</a>
Forestry Commission	<a href="https://www.gov.uk/government/organisations/forestry-commission">https://www.gov.uk/government/organisations/forestry-commission</a>	<a href="mailto:nationalenquiries@forestrycommission.gov.uk">nationalenquiries@forestrycommission.gov.uk</a>

# 14 GLOSSARY

Key Term/ Phrase	Definition
Accessible Natural Greenspace Standard (ANGSt)	Tool developed by Natural England based on the minimum distances people would travel to green spaces.
AONB Area of Outstanding Natural Beauty	An area of countryside considered to have nationally significant landscape value.
Amenity	The desirability of an area as a place to live
Ancient Woodlands and Ancient Semi Natural Woodlands	Ancient woodland is a woodland that has existed continuously since 1600, There are two types of ancient woodlands - Ancient Semi Natural Woodland are woods that have developed naturally with native tree species (not plantations) and Plantations on ancient woodland sites that were felled and planted with non-native trees.
Biodiversity	The total variety of all living things. This includes all plants and animals, as well as the places and spaces in which they live.
Biodiversity Offsetting	Conservation activities that are designed to give biodiversity gain to compensate for residual losses.
Biodiversity Net-Gain	Biodiversity net gain is an approach which aims to leave the natural environment in a measurably better state than beforehand
Blue Infrastructure	Known as water infrastructure, is a network of water assets such as rivers, canals, ponds and ditches. Blue infrastructure is concerned with use, quantity and quality of water and other water-related issues including flood risk.
Built Environment	All forms of human-made environment from housing, industrial and commercial property, to hospitals and schools, streets, sidewalks, and even open spaces.
Climate Change	Climate change is a large-scale, long-term shift in the planet's weather patterns and average temperatures. Climate change in Intergovernmental Panel on Climate Change (IPCC) usage refers to a change in the state of the climate that can be identified (e.g. using statistical tests) by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer. It refers to any change in climate over time, whether due to natural variability or as a result of human activity.
Community Forestry	Community forestry is a set of practices, techniques and methods to manage the forest and its natural resources. It is

	regulated by a specific legal framework that organises local communities' participation.
Designated Sites	Nature sites and areas of countryside can be 'designated', which means they have special status as protected areas because of their natural and cultural importance.
Development Management	Development management is the process of pro-actively managing development in a local area to achieve the local planning vision and objectives.
Ecosystem	A dynamic self-sustaining community comprised of interdependent organisms (plants, insects, and animals), their natural environment and their non-living environment interacting as a functional unit. It's all the living things in an area and the way they affect each other and the environment. It provides the food chain through which energy flows, and the biological cycles that recycle essential nutrients and wastes.
Ecosystem Services	Ecosystem services are the benefits provided by ecosystems in the form of goods and services that underpins our economy by producing value for people. These goods/services are classified along four functional categories: <ul style="list-style-type: none"> <li>• Cultural services - the non-material benefits such as recreation, aesthetic and spiritual enrichment</li> <li>• Provisioning services – products obtained such as fresh water, food, energy, timber and wood fuel.</li> <li>• Supporting services – such as wildlife, nutrient cycle, water cycle, photosynthesis</li> <li>• Regulating services – protection from hazards such as the regulation of air quality, climate, flooding and erosion; water purification; disease and pest control and pollination.</li> </ul>
Essex Climate Action Commission	The Essex Climate Action Commission (ECAC) is an independent, voluntary, and cross-party body, bringing together groups from the public and private sector, as well as individuals from organisations, to promote and guide climate action in the county. As a Commission, our purpose is to provide expert advice and up-to-date recommendations to move Essex to net zero by 2050.
Essex Design Guide	This is a reference guide that was established in 1973 by Essex County Council to help create high quality places with an identity specific to its Essex context. There was a 2005 publication and a 2018 edition which seeks to address the evolution of socioeconomic impacts on place-making.
Essex Green Infrastructure Strategy	A 2020 strategy that champions for high quality green space and green infrastructure in Essex. The purpose of this strategy is to take a positive approach to enhance, protect and create an inclusive and integrated network of high-quality green infrastructure in Greater Essex. This will help to create a county-wide understanding of green

	infrastructure, its functions and values, and to identify opportunities for delivering green infrastructure.
Green Belt	A policy and land use designation used in land use planning to retain areas of largely undeveloped or agricultural land surrounding or neighbouring urban areas. The main aim of Green Belt policy is to prevent urban sprawl by maintaining land permanently open.
Green Corridor	Green corridors can include railway embankments, river banks, heritage and cultural assets and roadside grass verges. Green corridors are linear routes offering recreational and travel opportunities, whilst facilitating wildlife migration.
Green Infrastructure	A strategically planned and delivered network of green spaces in an area which conserves wildlife, natural ecosystem values and functions, sustains clean water and air, and provides a wide array of benefits to people and wildlife. This includes parks, open spaces, woodlands, rivers, and allotments.
Green Roof and Walls	A green roof or wall (also known as a living roof or wall) is where vegetation is intentionally grown and/or habitats for wildlife are established. Green roofs and walls provide different types of biodiversity habitats, water storage capacity, flood alleviation and energy saving potential.
Green Space	Green Spaces are any vegetated areas of land and or water within or adjoining an urban area. Green Infrastructure is the network of different types of green spaces and assets.
Greenways	(Public Rights of Way, footpaths, cycleways and tracks, byways, bridleways), protected lanes, ancient roads, tracks and footpaths, all of which provide an invaluable resource for walking, riding and cycling.
Grey Infrastructure	Traditional utilities infrastructure, e.g. roads, rail, sewers, pipes, etc.
Habitat Fragmentation	The process during which a large expanse of habitat is transformed into a number of smaller patches of smaller total area isolated from each other by a matrix of habitats unlike the original.
Health Impact Assessment (HIA)	HIA has the potential to be a useful tool to assess and address the impacts of development proposals. 'HIA is a means of assessing the health impacts of policies, plans and projects in diverse economic sectors using quantitative, qualitative and participatory techniques.' World Health Organisation - <a href="http://www.who.int/hia/en/">http://www.who.int/hia/en/</a>
Lawton Principles	To make our network of sites bigger, better, and more joined up. This means: <ul style="list-style-type: none"> <li>• Protecting what we have while improving its quality with better management;</li> <li>• Increasing the size of wildlife sites;</li> </ul>



	<ul style="list-style-type: none"> <li>• Enhancing connection by creating new wildlife corridors or stepping stones;</li> <li>• Creating new sites;</li> <li>• Reducing pressure on wildlife by improving the wider environment including through buffering wildlife sites</li> </ul>
Local Plans	A plan prepared by a local planning authority which sets the rules for how the local area will develop over time. The Local Plan, along with any Neighbourhood Plans, forms the overall development plan for the local area. Planning decisions must normally be taken in accordance with the development plan.
Local Nature Partnerships (LNP)	LNPs are partnerships of a broad range of local organisations, businesses and people who aim to help bring about improvements in their local natural environment
Local Wildlife Sites	Local Wildlife Sites are areas of land that are locally important for their wildlife.
Master-planning	A master plan is an overarching planning document and spatial layout which is used to structure land use and development. 'Master plan' is an all-encompassing term. Its scope can range from 10-year implementation at the regional scale, to an illustrative plan of small-scale groups of building. There is no formal process for master planning and every design team will have their own individual approach.
National Planning Policy Framework (NPPF)	The National Planning Policy Framework sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other development can be produced.
National Nature Reserves	NNR are areas of land set aside for nature, to promote their conservation and enjoyment.
Natural Capital	It is our 'stock' of waters, land, air, species, minerals and oceans. It underpins our economy by producing value for people in the form of goods and services often called ecosystem services. These goods/services include clean air & water, food, energy, wildlife, recreation and protection from hazards and is the foundation on which our economy, society and prosperity is built.
Natural Corridors (also Wildlife or Habitat Corridors)	Wildlife areas in the landscape designed to keep connected local wildlife populations which would otherwise be fragmented by human activities.
Natural & Semi-Natural Open Spaces	This type of open space includes woodlands (e.g. broadleaved, mixed, coniferous, ancient), urban forestry, scrubland, grasslands (e.g. commons, meadows), heathland, wetlands, nature reserves and wastelands (e.g. abandoned and derelict land and disused quarry) with a primary purpose of wildlife conservation and biodiversity within settlement boundaries. Land, water and geological

	features which have been naturally colonised by plants and animals and which are accessible on foot to large numbers of residents.
Nature Recovery Networks	A joined-up system of places important for wild plants and animals, on land and at sea. It allows plants, animals, seeds, nutrients, and water to move from place to place and enables the natural world to adapt to change. It provides plants and animals with places to live, feed and breed.
Neighbourhood Plans	Neighbourhood plans are prepared by a Parish Council or Neighbourhood Forum for a neighbourhood area to establish general planning policies for the development and use of land in a neighbourhood. A way for communities to decide the future of the places where they live and work.
Net-Zero Carbon (Net-Zero)	The state where there is a balance between the amount of greenhouse gases released into the atmosphere by a human activity, and the amount which is removed. A commitment to net zero carbon is associated with a commitment to reduce greenhouse gas emissions in order to achieve this balance.
Open Space	Open Spaces is any open piece of land that is underdeveloped (has no built structures) and is accessible to the public and can include: green space, playground, public seating area, school grounds.
Planning Policy	Planning policy is the development framework under which decisions on planning applications are made
Planning System (Planning Process)	The planning system is the management, control and regulation of development, balancing public and private development needs with the protection of amenity, and the environment in the wider public interest.
Public Rights of Way (PRoW)	All rights of way are legally highways, and anyone may use them at any time. There are different types, such as paths, byways and bridleways. The permanence of a PRoW is guided by the principle “once a highway, always a highway”, so it remains a highway until there is a legal event to close, divert or extinguish it as a PRoW. A PRoW can be established in one of three ways: <ul style="list-style-type: none"> <li>• Express dedication - where the landowner has given the public a right of use over their land;</li> <li>• Presumed dedication - where the public have used a right of way for a longer time than anyone can remember; or</li> <li>• Deemed dedication - where a right of way has been in use for 20 years or more.</li> </ul>
Ramsar Site	Ramsar sites are wetlands of international importance designated under the Ramsar Convention.
Retrofitting	The addition of new components, technology, or features to a product or a system, to reduce carbon emissions and increase its efficiency.

Self-Sustaining	The ability for the green infrastructure to maintain and continue in a health state independently, without (or very little) outside assistance – through a source of revenue and maintenance cycle.
Social Cohesion	Social cohesion refers to the strength of relationships and the sense of solidarity among members of a community.
Statutory Consultee	Statutory consultees are those organisations and bodies, defined by statute, which local planning authorities are legally required to consult before reaching a decision on relevant planning applications.
Sites of Special Scientific Interest (SSSI)	SSSIs are those areas of land and water that are considered to best represent the natural heritage in terms of their: flora – i.e. plants; fauna – i.e. animals; geology – i.e. rocks; geomorphology – i.e. landforms etc.
Sustainable Drainage (SuDS)	A sequence of water management practices and facilities designed to drain surface water in a manner that will provide a more sustainable approach than the conventional practice of routing run-off through a pipe to a watercourse.
Supplementary Planning Documents (SPDs)	Provide additional information on planning policies in a development plan.
Sustainable development	Sustainable development means encouraging economic growth while protecting the environment and improving people's quality of life - all without affecting the ability of future generations to do the same.
UK Habitat Classification	The UK Habitat Classification is a new, free-to-use, unified and comprehensive approach to classifying habitats that is fully compatible with existing classifications
Unitary Authorities	Unitary authorities provide all local government services in their area. In Essex, Southend-on-Sea Borough Council and Thurrock Council are unitary authorities.
Urban Greening	Urban greening refers to public landscaping and urban forestry that create mutually beneficial relationships between people and their environments. Urban greening refers to all forms of vegetation such as street trees, open parks and gardens, shrubs, green walls, green roofs, lawn and pervious soils.
'Urban heat island' effect	This effect occurs when an urban area is significantly warmer than its nearby rural areas due to human activities. This is related to how well the surfaces in each environment absorb and retain heat. UHI is most noticeable during the summer and winter.
Viability Assessment	The role for viability assessment is primarily at the plan making stage. Viability assessment should not compromise sustainable development but should be used to ensure that policies are realistic, and that the total cumulative cost of all relevant policies will not undermine deliverability of the plan.

# 15 APPENDIX

DRAFT

## ANNEX A CASE STUDIES AND ILLUSTRATIVE EXAMPLES

1.	South Downs National Park 2014-2033.....	132
2.	Essex Green Infrastructure Strategy .....	133
3.	Essex Design Guide.....	134
4.	Maldon District Design Guide .....	134
5.	Green Essex StoryMap .....	135
6.	Forth Valley Royal Hospital & Larbert Woods, Scotland .....	136
7.	Rain Garden Retrofitted as Basildon Hospital, Essex.....	137
8.	West Dunbartonshire Council, 'Our Green Network' Supplementary Guidance 139	
9.	Swansea Central Area.....	139
10.	Thurrock Stronger Together Partnership using Asset-Based Community Development .....	140
11.	Planning Policy Wales .....	141
12.	Development at Barne Barton, Plymouth.....	142
13.	Essex Walking Strategy .....	143
14.	Oakwood Pond, Harlow .....	144
15.	GI Planning Policy Assessment Matrix .....	145
16.	City of Edinburgh SPG Developer Contributions and Infrastructure Delivery 147	
17.	Green Space Stewardship – Land Trust, Beaulieu, Chelmsford. ....	147
18.	Hadleigh Farm and Country Park.....	148

## Examples of Policy Wording

- i. The following policy from the adopted Local Plan for [South Downs National Park 2014-2033](#) gives a good example of mainstreaming services using GI as the principal delivery vehicle.

### 1. South Downs National Park 2014-2033



#### What is this case study about?

This is in the adopted Local Plan for [South Downs National Park 2014-2033](#). It is one of four core policies which ALL development must satisfy. The following is an extract policy from the Local Plan: It is important to recognise that the policy is one of four core policies that all development has to meet so it sits outside the environmental chapter policies.

#### How does it demonstrate the principle?

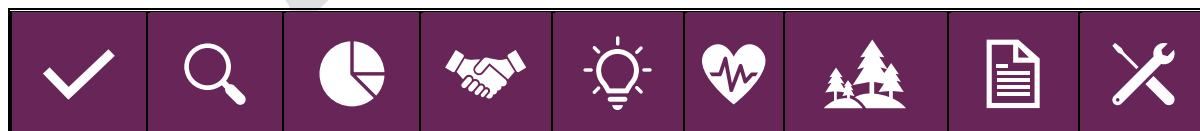
It is positively framed and also action orientated. There is also a householder and developer guidance to maximise the opportunities arising for the delivery of this policy. It shows developers and householders how they can achieve these environmental benefits which is most welcome.

#### Core Policy SD2: Ecosystem Services

1. Development proposals will be permitted where they have an overall positive impact on the ability of the natural environment to contribute goods and services. This will be achieved through the use of high quality design, and by delivering all opportunities to:
  - a. Sustainably managed land and water environments;
  - b. Protect and provide more, better and joined up natural habitats;
  - c. Conserve water resources and improve water quality;
  - d. Manage and mitigate the risk of flooding;
  - e. Improve the National Park's resilience to, and mitigation of, climate change;
  - f. Increase the ability to store carbon through new planting or other means;
  - g. Conserve and enhance soils, use soils sustainably and protect the best and most versatile agricultural land;
  - h. Support the sustainable production and use of food, forestry and raw materials;
  - i. Reduce levels of pollution;
  - j. Improve opportunities for people's health and wellbeing; and
  - k. Provide opportunities for access to the natural and cultural resources which contribute to the special qualities.

Development proposals must be supported by a statement that sets out how the development proposal impacts, both positively and negatively, on ecosystem services

#### Other Principles Met



## Examples of Strategic Documents

- ii. The three case studies provide examples of the strategic documents, where GI is a core component.

## 2. Essex Green Infrastructure Strategy



and green spaces in our towns, cities and villages, especially close to areas of deprivation.




### What is the value in this approach?

The Strategy was awarded a Building with Nature 'Policy Award – Excellent' on 4 December 2020 in recognition of its approach to supporting the design, implementation, and long-term management of high-quality green infrastructure. Building with Nature (BwN) is a set of GI Standards that define quality and having a BwN Award verifies that the strategy is a driver of quality. It demonstrates a commitment to the principles of high-quality GI which underpin the BwN benchmark. Dr Gemma Jerome FLI, Director of BwN, suggested: *"This strategic policy document represents a national exemplar in the design, delivery and maintenance of high-quality GI for the benefit of people and wildlife, now and long into the future."*

### What is this case study about?

The GI Strategy aims to enhance the urban and rural environment, through creating connected multifunctional GI that delivers multiple benefits to people and wildlife. It meets the Council's aspirations to improve GI

### What has happened?

 <b>Activity / Outcome</b>	 <b>How does it demonstrate the principle?</b>	 <b>What are the lessons learnt?</b>
<p>The Strategy creates a framework of principles, setting clear parameters, for developments and other GI related projects. It secures the functions and benefits associated with high-quality GI and demonstrates our commitment to delivering and sustaining places for people and wildlife.</p>	<p>Where GI has not been integrated into a strategic document, or elements of it need strengthening, then you can use the <a href="#">Essex Green Infrastructure Strategy</a> (2020) as a basis for policy at a local level. This will ensure a consistent approach across Essex.</p>	<p>Developing a strategy requires a robust evidence base supported by GI mapping. As well as collaboration and expertise from a range of partners. BwN provides an external verification of its efficacy as an effective strategy, as well as credibility and a positive impact on stakeholder engagement to help secure the functions and benefits associated with a high-quality GI.</p>

### Other Principles Met





### 3. Essex Design Guide



Design Guide has collated over 45 years' experience of delivering successful development in Essex.

#### What is the value in this approach?

It has always been about more than architecture. It is about creating distinctive places that people want to live in. It is about building communities and making sure that the infrastructure and facilities are in place at the right time.

#### What is this case study about?

The Essex Design Guide helps to establish a more positive perception of development. The

#### What has happened?

##### Activity / Outcome

The Design Guide was the winner of Design Excellence in planning and placemaking at the 2019 Planning Awards. 2019.

##### How does it demonstrate the principle?

It demonstrates the social and economic benefits that a development can bring and also how to enhance GI, ecology and other infrastructure of development for the benefit of communities.

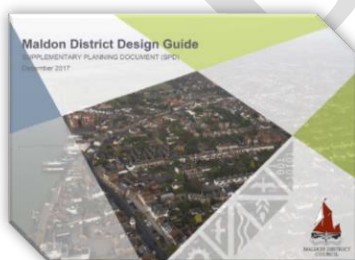
##### What are the lessons learnt?

GI can help address a number of needs? challenges? these issues through active design principles and the importance of having access to outdoor spaces on your doorstep.

#### Other Principles Met



### 4. Maldon District Design Guide



use this Design Guide in the future determination of planning applications.

#### What is the value in this approach?

The Design Guide will help to understand and analyse the context development is proposed and to work up a considered design. Along with the Local Plan, it will be the key mechanism to deliver design quality in the District.

#### What is this case study about?

Maldon District Design Guide is a Supplementary Planning Document, adopted in 2017. It promotes best practice in the initial stages of the design process. The Council will

## What has happened?



### Activity /

#### Outcome

In 2018, the Design Guide won a Planning Award for Design Excellence, chosen for its 'ambition, clarity and usability' by the judges.



### How does it demonstrate the principle?

This Design Guide will assist landowners, developers, applicants, agents, designers and planners in the process of developing and accessing design quality. It recognises GI as key component for its sustainability objective as part of the wider landscape.



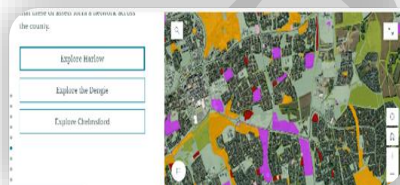
### What are the lessons learnt?

The Design Guide has been developed using evidence-based studies and strategies and relevant stakeholder engagement, culminating in a public consultation in May and June 2017

## Other Principles Met



## 5. Green Essex StoryMap



### What is this case study about?

The [Green Essex StoryMap](#) was created as a result of the GI spatial database for Essex. University of East Anglia (UEA) created a robust evidence base to support the Essex

GI strategy (2020). This was undertaken as part of their work within the Economic and Social Research Council (ESRC) funded Business and Local Government Data Research Centre.

### What is the value in this approach?

UEA have been testing out an approach of blending several publicly available spatial data sources within Geographical Information System (GIS) Software. Based on open-source Open Street Map land cover mapping and combined with 20 other assets include types of nature reserves, trials and OS data. To overlay data to produce a broad definition of GI.

## What has happened?



### Activity / Outcome

The StoryMap uses Esri ArcGIS web-based application. Where mapping and location intelligence, through GIS creates inspiring, stories, combining text, images, interactive maps, and other multimedia content. It illustrates spatial relationships and provides a narrative for each of the maps.



### How does it demonstrate the principle?

The mapping is intended to help provide evidence, identify needs and opportunities to enhance GI across the county and inform strategic planning and decision-making in Essex. It provides a real visual aid.



### What are the lessons learnt?

There is a wealth of data available open to different interpretations. The UEA's approach of overlaying data, produces a broader definition of GI, not simply publicly accessible sites. GI can take many form and is multifunctional, so need to combine a variety of data sources to identify all the different types of GI Assets.

## Other Principles Met



## Example of Partnership Working

### 6. Forth Valley Royal Hospital & Larbert Woods, Scotland



#### What is this case study about?

This scheme is a hospital development of 860 inpatient beds, 25 wards, and 16 operating theatres. At the point of completion in 2010, it was Scotland's largest ever NHS construction project.

Winner of the Building with Nature 'National Award' at the 2020 Landscape Institute Awards, Forth Valley Royal Hospital and Larbert Woods is a modern hospital development that represents an exemplar in the design, delivery and maintenance of high-quality GI, capturing the preventative health benefits of GI now and long into the future.

#### What is the value in this approach?




The approach to GI and landscape design was multifunctional in its essence – the green spaces throughout the site needed to perform for different stakeholders and justify their existence in a complex development, with pressures on land use. GI is used in innovative ways across the site, for example:

- Larbert Woods offers patients, staff and community residents alike a tranquil space to connect with nature, and recover from bad news or learn new skills such as Forest School or Tai Chi.

## 6. Forth Valley Royal Hospital & Larbert Woods, Scotland

- The hospital building is designed to look out onto internal green courtyards, improving natural light within the building, helping with orientation, and allowing patients and staff a moment of nature connection.
- GI is used throughout the grounds, for example in car parks and at entrance ways, for both aesthetic reasons, softening the context of the hospital; to improve legibility and permeability of the site to minimise the stressful experience of visiting hospital; and for infrastructure such as Sustainable Drainage

### What has happened?

	Activity / Outcome		How does it demonstrate the principle?		What are the lessons learnt?
	The partnership between NHS Forth Valley, Forestry and Land Scotland, and Scottish Natural Heritage, and the commitment to quality from Raeburn Farquhar Bowen landscape architects at each stage of design and implementation, has resulted in the delivery of an exceptional medical facility in a high-quality landscape setting.		Through the fusion of the built and the natural features on site, from the garden courtyards that run through the building and visitor gardens welcoming people at the entrance, to the restored sanctuary of Larbert Woods and Larbert Loch, and a demonstrable commitment to sustainable management of the estate, it is clear that those responsible for designing, constructing and maintaining the landscape at Forth Valley Royal Hospital and Larbert Woods fully understand the value of creating access to high-quality GI, for both the recipients of care, and as a preventative measure for those at risk of mental and physical health conditions, including staff and visitors to the facility		The commitment from Forestry and Land Scotland to resource a Ranger on site has proven critical to the long-term management, maintenance, monitoring and remediation of GI features on site. This in turn has resulted in more accessible and usable GI for patients, visitors, staff, and community residents from the neighbouring settlement.

### Other Principles Met

							
---	---	---	---	---	---	---	---

## Multifunctionality in Practice

## 7. Rain Garden Retrofitted as Basildon Hospital, Essex

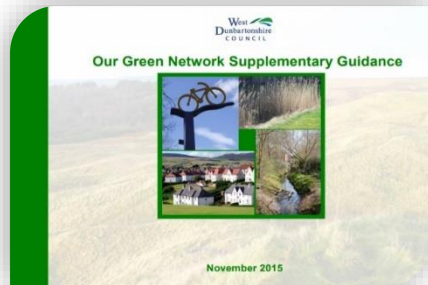
What is this case study about?

			<p>Basildon University Hospital is located in a Critical Drainage Area within South Essex, an area within the top 10 at risk from pluvial flooding nationally. To increase the resilience to surface water flooding Basildon and Thurrock University Hospital worked with Essex County Council and other stakeholders to retrofit Sustainable Drainage Systems (SuDS) in the hospital as part of the EU Interreg 2 Seas project Sponge 2020. This project is part-financed by the European Regional Development Fund.</p>		
<b>What is the value in this approach?</b>					
<p>The installation of SuDS allows areas to be adapted to slow down the rate of water entering conventional drainage systems and reducing the flood risk. However, incorporating more natural flood management techniques through the use of GI within the design and delivery of SuDS enabled the creation of a rain garden on the grounds of the hospital. This rain garden provides multiple functions and benefits of not only alleviating flooding, but a place for staff, visitors and patients to enjoy and relax, improve recovery rates, promote nature and adapting to climate change.</p>					
<b>What has happened?</b>					
	<b>Activity / Outcome</b>		<b>How does it demonstrate the principle?</b>		<b>What are the lessons learnt?</b>
<p>The creation of a rain garden at the hospital demonstrates how GI can be retrofitted in to existing urban areas. By adapting our critical infrastructure to utilise existing space to improve the overall sustainability and performance of a place to provide a wider range of uses with multiple benefits for people and wildlife.</p>		<p>The rain garden delivers multiple benefits, including flood and water management, enhancing biodiversity, providing aesthetic value and providing a place to relax and recoup.</p>		<p>The project demonstrates:</p> <ul style="list-style-type: none"><li>- That size doesn't matter – GI can be introduced on any site to alleviate flooding and encourage biodiversity.</li></ul> <p>Co-benefits and dual functionality of SuDs.</p>	
<b>Other Principles Met</b>					
					



## Policy Example

### 8. West Dunbartonshire Council, 'Our Green Network' Supplementary Guidance



#### Pre-Application Discussion

Development Management encourages pre-application meetings with developers to discuss what would be appropriate for that site in terms of green network provision, based on the requirements set out in Part 2 of this guidance.

This discussion may include input from the Council's Greenspace and some of our other partners such as GCV Green Network, SNH and Forestry Commission. Furthermore, some of the most successful places involve the input of the local community from the outset and developers should look at ways to engage people early in this process, including the use of charrettes or similar methods of community engagement.

#### What is this case study about?

The extract was taken from West Dunbartonshire Council, '[Our Green Network' Supplementary Guidance](#)' 2015. This document complements Chapter 8 of the West Dunbartonshire Local Development Plan. It provides further detail on the Integrating GI approach referred to in Policy GN2 and sets out the standards that will be expected of different types of new development in terms of open space provision. The guidance is split into three parts:

1. Identifying Assets and Opportunities
2. Enhancing and Expanding Our Green Network

Design Guidance

#### How does it demonstrate the principle?

The guidance was assessed using the GIPAT Tool. Against the criteria for 'Early design and engagement' it identified the following:

#### Comment:

This policy guidance fully covers the criterion with a combination of early engagement. As this statement is within adopted Supplementary Guidance it is therefore considered part of the statutory Local Development Plan policy.

#### Other Principles Met



## Engagement in Practice

### 9. Swansea Central Area

## Swansea Central Area - Regenerating Our City for Wellbeing and Wildlife

August 2019  
CONSULTATION DRAFT

## Swansea Central Area - Regenerating Our City for Wellbeing and Wildlife

### What is this case study about?

Swansea has developed (2019) an innovative [GI strategy for Central Swansea](#) involving extensive public and stakeholder consultation. The strategy is designed to support the Local Development Plan and emerging Supplementary Planning Guidance on GI.

### What is the value of this approach?

It contributes to Natural Resources Wales and Swansea Council's duties under the Welsh Well-being of Future Generations Act 2015 and the Environment Act 2016 and supports the delivery of the Statutory SuDS Standard 2019 and the Swansea Public Service Board's 'Working with Nature' Objective.

### What has happened?



#### Activity/Outcomes

The GI strategy helped reframe the central area of Swansea as a "sponge" city. It provides an exemplar of cross disciplinary working and agency partnership.



#### How does it demonstrate the principle?

Core to the work was an initial series of public and stakeholder events and meetings. This included:-

- Workshops with professionals
- Sessions with politicians in Town Hall
- Meeting with officials in Town Hall
- High Street meet and greet with public
- School visits
- Allotments and community group visits



#### What are the lessons learnt?

The approach was deliberately low tech with chalkboards and notes with these results informing the concept of sponge city with the ability to shape the strategy from the outset.



Public engagement (High Street) Word cloud: What does nature in the city mean to you?



Public engagement (High Street) Word cloud: Opportunities ?



Public engagement (Castle Square) Word cloud: Thoughts?

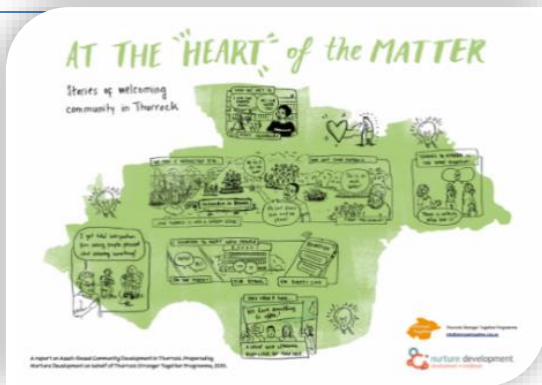


School engagement: What does nature in the city mean to you?

#### Other principles met



## 10. Thurrock Stronger Together Partnership using Asset-Based Community Development



## At the “Heart’ of the Matter: Thurrock Stronger Together Partnership

### What is this case study about?

The Thurrock [Stronger Together Partnership](#) promotes local, community activities that strengthen the connections between people. Stronger Together also encourages local people to have a greater say in what happens in their neighbourhood and to take control over where they live and the decisions that affect them.

### What is the value of this approach?

To support all citizens across Thurrock in these civic actions, the Partnership commissioned a range of catalytic supports including [Asset-Based Community Development](#) (ABCD). ABCD is a description of how local residents grow collective efficacy and what they use to do so. It involves paying attention to what is in a local place; not what we think should be there, or what isn't there?

### What has happened?



#### Activity/Outcomes

In July 2019, 19 people came together and shared their own personal stories of what they felt was important in building a welcoming community. Over time, it was hoped that these stories could inspire others to become involved and help make a positive difference to local lives.



#### How does it demonstrate the principle?

Through using a range of support such as ABCD, it builds relationships, considering everyone has irreplaceable skills and strengths. Mobilising cohesiveness to produce sustainable and satisfying change.



#### What are the lessons learnt?

The Partnership recognise the root causes of the vast majority of socio-economic and political issues are disconnection and inequality. Research shows that one of the ways to address this is to be as close to people's doorsteps as possible, since people will engage and connect around the things they care about.

#### Other principles met



## Example of Policy Wording.

# 11. Planning Policy Wales



## 3- Strategic and Spatial Choices

### Promoting Healthier Places

3.23 Green Infrastructure can be an effective means of enhancing health and well-being, through linking dwellings, workplaces and community facilities and providing high-quality, accessible green spaces. In all development and in public spaces especially, there should be sensitive management of light, and exposure to airborne pollution should be kept as low as reasonably practicable.









What is this case study about?	How does it demonstrate the principle
<p>The extract was taken from <a href="#">Planning Policy Wales 10, 2018</a>. Planning Policy Wales (PPW) sets out the land use planning policies of the Welsh Government. It recognised that the built and natural environment is a key determinant of health and well-being. The way places work and operate can have an impact on the choices people make in their everyday lives, including their travel and recreational choices and how easy it may be to socialise with others</p>	<p>The guidance was assessed using the GIPAT Tool. Against the criteria under Access Networks and Greenspace, it identified the following:</p> <p>Comment:</p> <p>The health benefits of GI are explicitly stated in the health policy section of the plan.</p>
Other Principles Met	
✓	🔍
📊	🤝
	❤️
🌲	📄

## Inclusivity, Health and Wellbeing in Practice.


### 12. Development at Barne Barton, Plymouth

	What is this case study about?
	<p><a href="#">Barne Barton</a> used to be Britain's largest naval estate and now is being transformed into a sustainable and vibrant community by our extensive redevelopment Clarion Housing identified GI as a key component for placemaking, in relation to providing good quality open spaces and linear corridors for use by people, wildlife and as part of the surface water drainage scheme. The existing residents were actively involved in the design process. Their views were taken forward into the regeneration scheme design for the site. The Masterplan makes the most of its proximity to two designated sites and woods. Through designing in views of the designated sites and creating access and wildlife links to the accessible woods</p>
What is the value in this approach?	
<p>The scheme will be incorporating a wide range of new multifunctional and connected GI features, that will contribute to a broad range of wellbeing-focused outcomes. This includes the creation of open spaces which are welcoming and encourage community interaction, providing views and seating for over 55's housing, providing a range of play spaces to provide spaces for different age groups of children and increasing natural surveillance to</p>	










avoid problems with anti-social behaviour. The scheme was awarded a Building with Nature 'Design Award' for its outline planning application in 2018

What has happened?					
	Activity / Outcome		How does it demonstrate the principle?		What are the lessons learnt?
The GI has been designed to be accessible year round, by including hard as well as soft landscaping, and planting that has been designed with species that are appropriate to the conditions on site and to provide year round interest, for example carefully selecting foliage colour, and including evergreen as well as deciduous plants		This is an example where a Housing Association has engaged the local community to identify their needs and incorporated in the masterplanning. Using GI as a resource, delivering health and wellbeing benefits, as well as contributing to other environmental benefits.		. There is a need to promote community-led engagement to enable inclusive use of GI, that will provide health and wellbeing benefits. It should be possible for people to participate in therapeutic nature-based activities, wherever they live and give people a greater choice of ways to get active in the outdoors	
Other Principles Met					
					

## Example of Strategic Documents

13. Essex Walking Strategy	
	What is this case study about?
	<p>The Essex Walking Strategy, 2021 promotes the improvement to the connectivity and accessibility of existing GI. Walking is now recognised as an important part of enabling local journeys to work, local shops, leisure and community and public services. And as an inexpensive, convenient and natural choice for short journeys (defined as under 2km or about 10 mins); and as a key component of more complex journeys and; as a way of maintaining and improving general health</p>
What is the value in this approach?	

It considers a user hierarchy of how people access green spaces to encourage modal shift from cars to more sustainable and active travel options. This is a well-established concept that places the most vulnerable road users at the top, pedestrians and people with disabilities, followed by cyclists, public transport and motorised transport. The objective is not to give priority for pedestrians, horse riders and cyclists in every situation, but to ensure that the needs of vulnerable road users are considered first. The creation of new GI can be highly influenced by Highways

What has happened?								
	Activity / Outcome		How does it demonstrate the principle?		What are the lessons learnt?			
The strategy aims to provide better safety, mobility and streets. Places are designed for people of all abilities and ages, so they can choose to walk or cycle with ease; a wider network of green routes and links to opens spaces and a better public realm		The strategy recognises our GI is not just an attraction or key destination, but also as an attractive through route that links places and communities. Nature is an excellent motivator to walking		Biophilic design should be incorporated into streetscapes to create diverse living nature which enhance the character, biodiversity value and attractiveness of our streets. Good design is key, it must be designed in to spaces to ensure that it is consistent with active design principles				
Other Principles Met								
								

### Improving Access and Connectivity at Existing Sites

- iii. For some, the issue is that adequate parks and green spaces facilities simply don't exist and need to be created. Others might find themselves with community facilities and green spaces that are not adequate and need to be revitalised as in Oakwood Pond, Harlow.

## 14. Oakwood Pond, Harlow

What is this case study about?






Oakwood Pond and the surrounding wooded area in Harlow lie to the west of Princess Alexandra Hospital. The pond and surrounding area have a rich history, dating back as far as the 1100s as a stew pond for the Canons Brook monastery and later forming part of the grounds of Upper House in the 1700s. Unfortunately, over recent years, the area had been neglected, had fallen into a state of disrepair, led to flooding and was plagued with problems from unsociable behaviour


### What is the value in this approach?

The pond and the surrounding area were transformed by a combination of efforts by Essex County Council, Harlow District Council and local volunteers have helped to unearth this beautiful area once again. This included the clearing of silt and reinstating entirely lost areas of the pond for local flood prevention for homes downhill from the site. Installation of a new accessible fishing platform, paths, boardwalk, benches and interpretation panels around the pond. Creation of disabled access points and circular routes.

### What has happened?

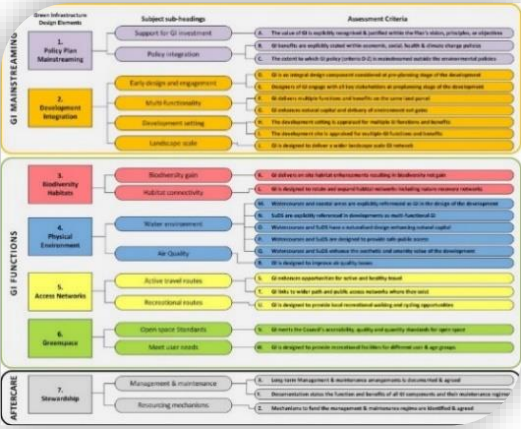
	Activity / Outcome		How does it demonstrate the principle?		What are the lessons learnt?
	This project has revitalised a forgotten and dilapidated area of Harlow. It is now a much improved and loved amenity for the local community. Providing flood alleviation, educational and recreational benefits to the local area and has enhanced the biodiversity of the site		All improved access for the local community to and through the site to the town centre and the hospital and the general environment for both wildlife and local people.		The pond and surrounding areas have become more inclusive by ensuring disabled access and providing a safe space for the local community to use to walk, sit and reflect, fish and observe wildlife. Therefore, creating an identify for the area and fostering a sense of place.

### Other Principles Met













						
---	---	---	--	---	--	--

## 15. GI Planning Policy Assessment Matrix

	What is this case study about?
--	--------------------------------

	<p>This is a policy tool to assess the efficacy and quality of GI mainstreaming in plans and policies across multiple scales. The tool can also be used to help revise Local Plan policies or develop new strategic plans or Neighbourhood Plans.</p> <p><b>What is the value in this approach?</b></p> <p>The tool compiles a matrix of policies across all the criteria that have scored strong (what good policy wording looks like) medium (satisfactory policy wording) and weak (what poor policy wording looks like) components. Figure 4 gives an example of the scoring for coverage of and strength of wording for GI taken from a review of several policies mainly from Central Scotland Local Authorities. This can be used to help shape policy responses across the whole suite of GI functions.</p>
---	---

### GI Planning Policy Assessment Tool ([mainstreaminggreeninfrastructure.com](http://mainstreaminggreeninfrastructure.com))

What has happened?								
	Activity / Outcome		How does it demonstrate the principle?		What are the lessons learnt?			
The tool is a process driven tool that enables participants to discuss and negotiate what good GI policy looks like, which then provides a platform for local decision-making.		The focus of the tool is on improving the GI commitment and strength of wording within strategic and local plans. Also supporting green infrastructure strategies as these are the primary determinants used for planning decisions.		The important lessons from the tool is on how to use the results to bring about positive change, rather than as an evaluation to simply criticise. To not see weakness or gaps, but opportunity to improve and use as a dialogue with partners				
Other Principles Met								
								



## 16. City of Edinburgh SPG Developer Contributions and Infrastructure Delivery



### Open Space – Ongoing Maintenance

As a condition of the planning consent, the developer will be required to provide details of the proposed management and maintenance arrangements to the Council, and receive approval before construction starts on site.

**What is the value in this approach?**

The extract was taken from the [City of Edinburgh Council, Supplementary Guidance 'Developer Contribution and Infrastructure Delivery'](#) that provides a strong policy on the long-term management and maintenance of GI. The guidance sets out the Council's approach to infrastructure provision and improvements associated with development. It ensures that developers make a fair and realistic contribution to the delivery of necessary infrastructure (including GI) provision and improvement associated with development.

**How does it demonstrate the principle?**

The guidance was assessed using the GIPAT Tool. Against the criteria under Access Networks and Greenspace, it identified the following:

Comment:

The phrases used in this policy: “As a condition of the planning consent, the developer will be required to...”, and “...and receive approval, before construction starts on site.” Are very clear and strong direction to the applicant that planning permission will not be approved if the policy isn’t met

## Other Principles Met










**17. Green Space Stewardship – Land Trust, Beaulieu, Chelmsford.**



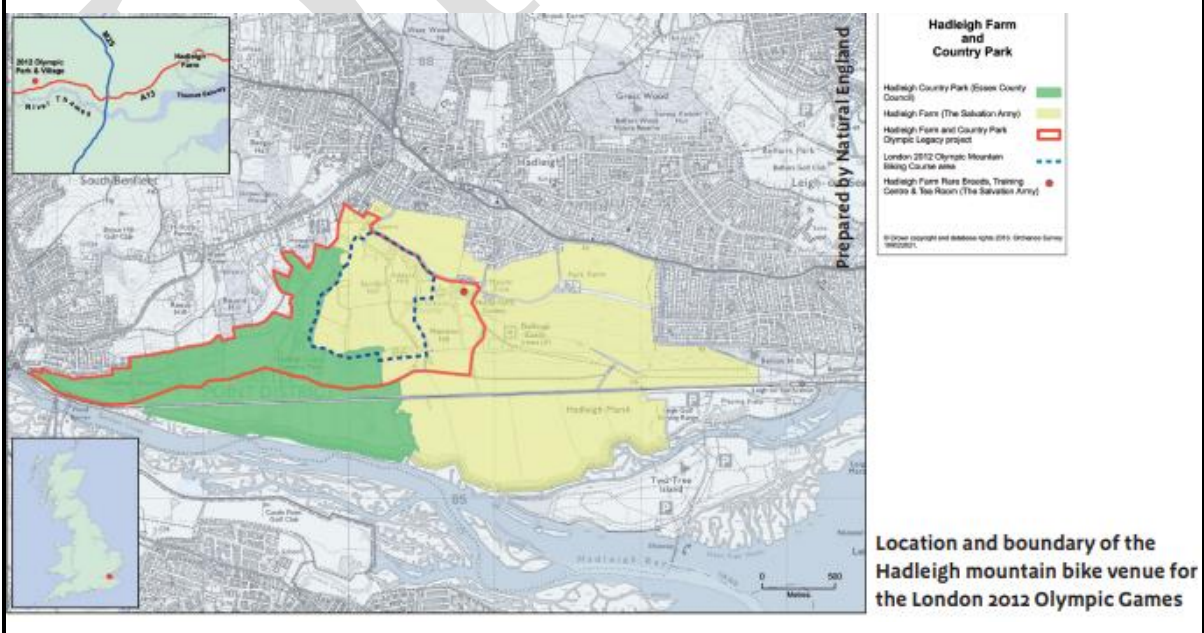
## What is this case study about?

At the Beaulieu development, on the outskirts of Chelmsford,




The developers recognise it is vital that green spaces are maintained after a new place is built. They chose the Land Trust to take on the long-term ownership and management of the GI on the site. This ranges from formal parks, village greens and children's play areas to orchards, community gardens and natural meadows.










What is the value in this approach?					
Currently, the Land Trust is engaging with residents of 185 homes, with this increasing to over 3,000 by the time development is complete. The Land Trust will take care of the estate parkland indefinitely on behalf of, and in partnership with, the Beaulieu residents and the wider local community through the collection and administration of a service charge.					
What has happened?					
	Activity / Outcome		How does it demonstrate the principle?		What are the lessons learnt?
	By the end of the build, the Land Trust will manage the 72 hectares of parks and open spaces incorporated into the original masterplan, with engagement from the local community		The Land Trust encourages residents to engage, provide feedback and views, establish a 'friends' group, participate and run community events, and help shape how green spaces are maintained and used early in the process.		The Land Trust believes that development is not just about buildings or cutting the grass around buildings – it is about creating communities; creating places in which people will want to live, work and play. By incorporating the set-up costs and a sustainable funding structure aims to secure the long-term sustainability of the green spaces.
Other Principles Met					
					

## 18. Hadleigh Farm and Country Park



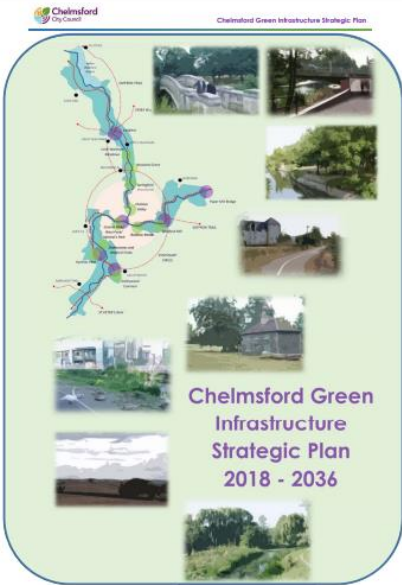


What is this case study about?					
<p>The creation of an elite mountain biking venue at Hadleigh Farm in Essex for the London 2012 Olympic Games provided an opportunity to expand investment in the long-term sporting and recreational facilities within the area. A partnership between landowners, councils and Natural England has capitalised on this opportunity to enhance green infrastructure and improve the quality and accessibility of the natural environment for the benefit of local communities and visitors.</p>					
What is the value in this approach?					
<ul style="list-style-type: none"> <li>Integrated elite sport within an ecologically diverse landscape</li> <li>Improved landscape stewardship by grazing with rare breed cattle and the developments of an Entry Level Stewardship (ELS) and Higher Level Stewardship (HLS) agreements.</li> <li>Legacy benefits for the local community secured through London 2012 Olympic Investment</li> </ul>					
What has happened?					
	Activity / Outcome		How does it demonstrate the principles?		What are the lessons learnt?
	<ul style="list-style-type: none"> <li>Selection as an Olympic venue provided the catalyst for short and long-term investment</li> <li>Elite and general mountain biking facilities integrated with nature conservation objectives</li> <li>Legacy facilities for sport and recreation are projected to increase the number and mix of visitors</li> <li>Improved accessibility to local green infrastructure has</li> </ul>		<ul style="list-style-type: none"> <li>Mainstreaming and Integration of GI and environmental management in design and planning applications.</li> <li>Multifunctionality – sport, recreation, and education facilities.</li> <li>Managing Different Expectations- the mountain bike facilities have been developed in two phases, first for the Games and then for the long-term legacy</li> <li>Health, Wellbeing and Social Equity – A key objective was to increase, diversify and balance the offer to a wider variety of visitors. This included opportunities for both active sports and</li> </ul>		<ul style="list-style-type: none"> <li>Establishing a partnership across the Olympic and Legacy programmes between LOCOG, Essex County Council, The Salvation Army, local communities, Natural England, Castle Point Borough Council and other organisations has ensured the delivery of a joint vision. Setting up a number of internal working groups provided a key mechanism to coordinate management and</li> </ul>

promoted healthy and active communities	<p>recreation for individuals, families, and schools along with further and assisted education for a variety of organisations and groups.</p> <ul style="list-style-type: none"><li>▪ Connectivity – The legacy planning application included additional mountain bike trails to improve and enhance the network of existing paths and trails across Hadleigh Country Park and Hadleigh Farm, providing better access for walkers, cyclists, mountain biking, runners and horse riders.</li><li>▪ Stewardship – High level stewardship (HLS) agreement has been set up with ECC and an Entry Level Stewardship (ELS) with Hadleigh Farm to improve the condition of the SSSI downs habitat</li></ul>	<p>consultation arrangements.</p> <ul style="list-style-type: none"><li>▪ Collaboration allowed the expertise of a range of professionals to be pooled effectively and ensured a consistent approach. Early and extensive pre-planning application negotiations for the legacy facilities together with extensive local consultation has been key to establishing confidence, openness and trust between all parties.</li></ul>						
Additional Information								
For further information regarding Hadleigh Farm and County Park, please see: - <a href="http://publications.naturalengland.org.uk/publication/5265868">http://publications.naturalengland.org.uk/publication/5265868</a>								
Principles Met								
								

## 19. Chelmsford Green Infrastructure Strategic Plan 2018-2036





What is this case study about?










	<p>The Green Infrastructure Strategic Plan provides a framework for the planning and management of Chelmsford's Green Infrastructure resources both in terms of the protection of its integrity and enhancement to the benefit of residents, workers and visitors in light of the significant scale of growth to be accommodated over the next 25 years and beyond.</p>
---	---

### What is the value in this approach?

- The Green Infrastructure Strategic Plan sets out the character of, and key issues associated with, Chelmsford's Green Infrastructure, aspirations and objectives for its planning and management, and an associated Action Plan.

### What has happened?

	Activity / Outcome		How does it demonstrate the principles?		What are the lessons learnt?
	<ul style="list-style-type: none"> <li>▪ Development of a City-wide strategy for GI planning and management with areas for protection, enhancement and creation identified.</li> <li>▪ Information provided on existing GI, including the key characteristics of features, and the identification of the limitations of existing GI.</li> <li>▪ Guidance for the delivery of GI in new development including, but not limited to-organisational</li> </ul>		<ul style="list-style-type: none"> <li>▪ Mainstreaming and Integration of GI in strategic planning for Chelmsford</li> <li>▪ Evidence-led – GI Strategic Plan informed by existing GI and landscape character</li> </ul>		<ul style="list-style-type: none"> <li>▪ The development of a city-wide strategy for GI planning and management allows for the mainstreaming of GI in development planning. The approach provides an evidence basis can be used to underpin the design and integration of GI in future development proposals. In addition, a county-wide planning approach ensures that existing GI features are</li> </ul>

requirements, partnership working, policy, design and monitoring and evaluation.								
Additional Information								
For further information, please see: - <a href="file:///C:/Users/Beth.Harris/Downloads/Green%20Infrastructure%20Strategic%20Plan.pdf">file:///C:/Users/Beth.Harris/Downloads/Green%20Infrastructure%20Strategic%20Plan.pdf</a>								
Other Principles Met								
								

## ANNEX B GI CHECKLIST

Scoping Opinion	Outline	Reserved matters	Full	Discharge of Conditions	Documents expected
	✓				GI Assessment
		✓	✓	✓	Biodiversity Enhancement Strategy
✓					Landscape and Visual Impact Assessment
	✓				Preliminary Landscape/ GI proposal/plan
		✓			Green Infrastructure Strategy/ or part of Landscape and Ecology strategy
	✓	✓	✓		Design and Access Statement
		✓	✓	✓	Landscape and Ecology Management Plan
		✓	✓	✓	Construction Environmental Management Plan
✓					Environment Impact Assessment

## ANNEX C WHY IS GI ESSENTIAL TO OUR SOCIAL, ECONOMIC AND ENVIRONMENTAL WELLBEING?

Society faces critical challenges such as biodiversity loss and, inequalities in health and wellbeing. Combined with the projected impacts of Climate Change, this will have a significant effect on our lives, environment and economy.

The population in Greater Essex is expected to increase to 2.1 million by 2041. The greatest increases are currently projected in Colchester, Basildon and Chelmsford (OSN, 2016). The Greater Essex Growth Infrastructure Framework, 2017 predicted that 180,000 homes are needed across Greater Essex by 2036 with potential further increases under the new planning reforms proposal. With that the pressure on the health service increases to meet the demand of a growing population. In Essex in 2014, 58% of people had the recommended amount of physical activity (2.5 hours a week). It is projected that there will be an annual increase in the obesity rate of 2% in adults and 0.5% in children. Over 150,000 Essex residents are expected to be living with a mental health illness. Almost 50% of them have developed this condition in their early teens (Joint Strategic Needs Assessment, 2016 & Joint Health & Wellbeing Strategy for Essex). In 2017, nearly 14,000 people of the Greater Essex population live in Air Quality Management Areas and the mortality rate of Greater Essex attributable to particulate air pollution was 1,009 people (Public Health Profile & ONS 2018 Deaths registered by area of usual residence, UK).

GI is a key delivery mechanism for addressing challenges associated with climate change and biodiversity emergencies, health and well-being and green recovery; collectively championing nature-based solutions. Key to its success is the securing of environmental, social and economic benefits across multiple scales (Table 2). Table 2 below provides examples of the benefits GI provides.

*Table 2: The Benefits from Green Infrastructure*

Environment Benefits	Economic Benefits	Social Benefits
<ul style="list-style-type: none"> <li>• Maintains/Restores habitat</li> <li>• Improves watershed health/water quality</li> <li>• Improves air quality</li> <li>• Enhances biodiversity</li> <li>• Flood alleviation and water management mitigates storm water/flooding</li> <li>• Regulates climate i.e. reduce heat in urban areas</li> <li>• Sequesters carbon</li> </ul>	<ul style="list-style-type: none"> <li>• Generates revenue</li> <li>• Provides access to local businesses</li> <li>• Increases land and property values</li> <li>• Lowers energy costs through helping to maintain internal building temperatures</li> <li>• Lowers health care costs</li> <li>• Promotes sustainable renewable energy, through</li> </ul>	<ul style="list-style-type: none"> <li>• Enhances the sense of the place</li> <li>• Enables recreation and leisure – relaxation/ play benefits</li> <li>• Improves public health</li> <li>• Promotes equity and access</li> <li>• Fosters stronger communities: social interaction, inclusion and cohesion</li> </ul>

Environment Benefits	Economic Benefits	Social Benefits
<ul style="list-style-type: none"> <li>• Improves more sustainable modes of transport and transport links</li> <li>• Increasing environmental quality and aesthetics</li> <li>• Heritage preservation</li> <li>• Increasing habitat area</li> <li>• Increasing populations of some protected species</li> <li>• Increasing species movement</li> <li>• Landscape Intrinsic character and beauty</li> </ul>	<ul style="list-style-type: none"> <li>• bio products and bio-solar farms.</li> <li>• Increases local food production &amp; other products from land i.e. biofuel, timber, chip board and sources of raw materials such as lignin and cellulose.</li> <li>• Increased tourism</li> <li>• Attracts inward investment</li> <li>• Promotes local economic regeneration</li> <li>• Enables regeneration of previously developed land</li> <li>• Noise/visual screening</li> <li>• Passive benefits to building (e.g. shading)</li> <li>• Sustainable travel opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Connects people with nature, heritage, culture and landscape</li> <li>• Educates people about nature's role and the heritage, culture and landscape of a place.</li> <li>• Climate change mitigation and adaptation – community resilience</li> <li>• Increasing life expectancy and reducing health inequality</li> <li>• Improving levels of physical activity and health</li> <li>• Improving psychological health and mental well-being - eco therapy</li> <li>• Boosts educational abilities</li> </ul>



## ANNEX D HOW THE GI STANDARDS FOR ESSEX WERE DEVELOPED.

The Essex GI Standards have been developed by planners, policy and decision makers, other practitioners (from both public and third sectors) across Essex and academic experts from University of Northumbria and University of East Anglia. Over 30 of these professional practitioners attended each of the three engagement workshops held between September and November 2020 called Making Better Planning for Better Placemaking and Place-Keeping.

These workshops were part of the Essex project for trialling the Natural England National GI Standards Framework during September 2020 to February 2021. The purpose of the workshops as shown in figure 5 was to identify the key elements or ingredients for good placemaking and place keeping. To demonstrate the Green Essex Geographic Information System (GIS) StoryMap. That the StoryMap was created building on the [Essex GI Strategy](#) evidence mapping produced by the University of East Anglia<sup>6</sup>. The workshops also introduced the Natural Environment Research Council (NERC) GI Planning Policy Assessment Tool to explore how the concept of GI could be best embedded/ integrated into other policy areas. To explore how such tools could be applied in practice. As a result of these workshops GI principles for Essex were identified and the associated standards produced.

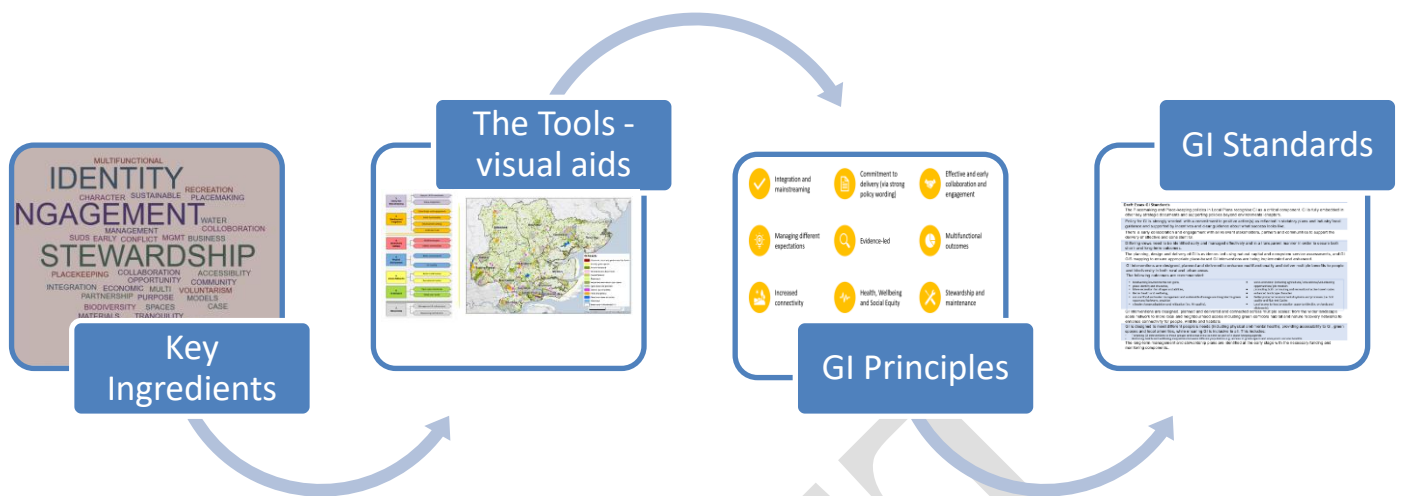
The standards - similar to the National Framework of GI Standards - have 9 Principles of Good GI, as well as target measures and indicators to achieve quality and consistency in the provision, management and stewardship of GI as an essential part of place-making and place-keeping for the benefit of people and wildlife. This includes supporting standards, such as Building with Nature, Livewell Development Accreditation, Accessible Natural Greenspace Standard.

These standards have supporting tools, such as the Green Essex GIS StoryMap and the NERC GI Planning Policy Assessment tool. They will help to strengthen GI policies, Local Plans and other strategic documents and embed GI into the Essex planning system and decision making.

---

<sup>6</sup> As part of UEA work within the Economic and Social Research Council (ESRC) funded Business and Local Government Data Research Centre

[Back to contents](#)



## ANNEX E ADDITIONAL RESOURCES

### Sources of Evidence on the benefits of GI

- Manual of Green Infrastructure Functionality Assessment; MaGICLandscapes, 2020: <https://www.interreg-central.eu/Content.Node/MaGICLandscapes-Manual-of-GI-Functionality-Assessment.pdf>
- A rapid scoping review of health and wellbeing evidence for the Framework of Green Infrastructure Standards; Natural England, 2020: <http://publications.naturalengland.org.uk/publication/4799558023643136>
- A rapid evidence review of the benefits of parks and green spaces for people and communities; HLF: Space to thrive, 2019: <https://www.greenspacescotland.org.uk/Handlers/Download.ashx?IDMF=f93b0397-3a68-486d-ac33-cf46f06e20fa>
- Putting economic values on green infrastructure improvements; Natural England, 2016: <http://publications.naturalengland.org.uk/publication/5493770651435008>
- Microeconomic Evidence for the Benefits of Investment in the Environment 2; Natural England 2014: <http://publications.naturalengland.org.uk/publication/6692039286587392>
- Revaluing Parks and Green Spaces ~Measuring their economic and wellbeing value to individuals; Fields in Trust, 2018: <http://www.fieldsintrust.org/Upload/file/research/Revaluing-Parks-and-Green-Spaces-Report.pdf>
- Health and the natural environment: A review of evidence, policy, practice and opportunities for the future; University of Exeter; European Centre for Environment & Human Health 2018: [https://beyondgreenspace.files.wordpress.com/2018/09/health-and-the-natural-environment\\_full-report.pdf](https://beyondgreenspace.files.wordpress.com/2018/09/health-and-the-natural-environment_full-report.pdf)
- A healthier future, with a little help from our nature - Green Infrastructure integration into the health sector; CEEweb, 2016: <http://www.ceeweb.org/wp-content/uploads/2011/12/Resilient-Modern-Cities-with-a-little-help-from-our-nature.pdf>
- Developing and Implementing a Green Infrastructure Strategy; UK Green Building Council, 2016:

<https://www.ukgbc.org/sites/default/files/How%20to%20Develop%20a%20green%20infrastructure%20strategy.pdf>

- Resilient Modern Cities, With a Little Help from Our Nature - Green infrastructure integration into urban spatial planning; CEEWeb, 2017: [http://www.ceeweb.org/wp-content/uploads/2016/12/GI\\_1st\\_factsheet\\_v5.pdf](http://www.ceeweb.org/wp-content/uploads/2016/12/GI_1st_factsheet_v5.pdf)
- Climate Change Adaptation Manual; Natural England, 2020 (Pages 275, 485, 491-3. 501 – 511, 575): <http://publications.naturalengland.org.uk/publication/5679197848862720>
- Net Zero: Making Essex Carbon Neutral, Essex Climate Action Commission, 2021 - [https://www.essexclimate.org.uk/sites/default/files/DS21\\_7178%20ECAC\\_Commission\\_Report-Final.pdf](https://www.essexclimate.org.uk/sites/default/files/DS21_7178%20ECAC_Commission_Report-Final.pdf)
- Using Green Infrastructure to Protect People from Air Pollution; Greater London Authority, 2019: <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/using-green-infrastructure-protect-people-air-pollution>
- PowerPark; Greenspace Scotland, 2020: [Publications and Dashboard | Greenspace Scotland](#)

Useful Tools to help provide information on needs and opportunity mapping for delivery of GI.

- Green Essex StoryMap: <https://arcg.is/09eiaC>
- National Oceanic and Atmospheric Administration: Green Infrastructure Mapping Guide <https://coast.noaa.gov/digitalcoast/training/gi-mapping.html>
- Green Infrastructure Valuation Toolkit: <https://www.merseyforest.org.uk/services/gi-val/>
- ORVal (Outdoor Recreation Valuation Tool): <https://www.leep.exeter.ac.uk/orval/>
- Cambridgeshire Developing with Nature Toolkit: <https://naturalcambridgeshire.org.uk/projects/developing-with-nature-toolkit/>
- City health Check: <https://ecosystemsknowledge.net/sites/default/files/wp-content/uploads/2014/2/RIBA%20City%20Health%20Check-1.pdf>
- Local Action toolkit enables local communities to discover the vision for where they live: <http://urbanwater-eco.services/project/local-action-toolkit/>

- EcoServ-GIS - EcoServ-GIS is a Geographic Information System (GIS) toolkit for mapping ecosystem services at a county or regional scale:

<https://ecosystemsknowledge.net/ecoserv-gis>

#### Value of Trees

- I-Trees ECO: <https://www.itreetools.org/>
- CAVAT: <https://www.ltoa.org.uk/resources/cavat>

#### Water/ Natural Flood Management

- Urban Environmental Toolbox, Local Action: <http://urbanwater-eco.services/toolbox/>
- B£ST (Benefits of SuDS Tool; Susdrain, 2019): <https://www.susdrain.org/resources/best.html>
- Working with natural processes to reduce flood risk – evidence directory, literature review, mapping user guide and case studies; Environment Agency 2017: <https://www.gov.uk/government/publications/working-with-natural-processes-to-reduce-flood-risk>
- Designing Blue Green Infrastructure (BGI) for water management, human health, and wellbeing: summary of evidence and principles for design; The University of Sheffield, 2020 (Section 9 and Section 11): [https://figshare.shef.ac.uk/articles/report/Designing\\_Blue\\_Green\\_Infrastructure\\_BGI\\_for\\_water\\_management\\_human\\_health\\_and\\_wellbeing\\_summary\\_of\\_evidence\\_and\\_principles\\_for\\_design/13049510?file=24971858](https://figshare.shef.ac.uk/articles/report/Designing_Blue_Green_Infrastructure_BGI_for_water_management_human_health_and_wellbeing_summary_of_evidence_and_principles_for_design/13049510?file=24971858)

#### Natural Capital

- Enabling a Natural Capital Approach - Defra provides the Enabling a Natural Capital Approach (ENCA) resource. It contains guidance, data, tools and case studies help you understand natural capital and know how to take natural capital into account: <https://www.gov.uk/guidance/enabling-a-natural-capital-approach-enca>
- Natural Capital Planning Tool: <http://ncptool.com/>
- Natural Capital Protocol – Guide on how to perform an assessment of natural capital and ecosystem services: <https://naturalcapitalcoalition.org/natural-capital-protocol/>
- Eco-Serv – GIS: - <https://ecosystemsknowledge.net/ecoserv-gis>

## Biodiversity

- Biodiversity Metric 2.0:  
<http://publications.naturalengland.org.uk/publication/5850908674228224>,  
subject to ongoing consultation
- Neighbourhood for Nature article on Kingsbrook, RSPB:2018:  
<https://www.rspb.org.uk/globalassets/downloads/documents/conservation-projects/nature-home-kingsbrook.pdf>

DRAFT

DRAFT



# Essex Green Infrastructure Standards

## Non-Technical Guidance



# Acknowledgements

The Essex Green Infrastructure Standards Framework Guidance has been drafted through collaboration with the following stakeholders and partners as a result of the Making Better Planning for Better Placemaking and Place-Keeping workshops held between September and November 2020.

## Building with Nature

## Environment Agency

## Essex County Council

- Spatial Planning
- Growth and Development
- Environment and Climate Action
  - Energy and Low Carbon
  - Flood and Water Management
  - Green Infrastructure
- New Settlements
- Minerals and Waste
- Highways Active Travel
- Place Services
  - Built Environment
  - Landscape
  - Arboriculture
  - Ecology

## Essex Housing

## Essex Planning Officer Association representatives from:

- Basildon Borough Council
- Braintree District Council
- Brentwood Borough Council
- Castle Point Borough Council
- Chelmsford City Council
- Colchester Borough Council
- Epping Forest District Council
- Harlow Council
- Maldon District Council
- Rochford District Council
- Southend City Council
- Tendring District Council
- Thurrock Council
- Uttlesford District Council

## Essex Wildlife Trust

## Natural England <sup>1</sup>

- National Green Infrastructure Standards Framework Trials
- Brillianto
  - Green Infrastructure Consultancy

## Northumbria University

## RSPB

## Tree Council

## University of East Anglia

- School of Environmental Sciences: Centre for Social and Economic Research on the Global Environment (CSERGE)

## Wilderness Foundation

<sup>1</sup> Natural England offered specialist advice to contribute to the development of the Essex Green Infrastructure Standards through providing the draft GI Framework – Principles and Standards for England, and through Essex County Council's participation in the trialling programme for the draft GI Framework.



# Contents

1.0	Introduction	1
2.0	Essex Green Infrastructure Standards	5
3.0	Principle 1: Mainstreaming and Integration	8
4.0	Principle 2: Evidence-Led	10
5.0	Principle 3: Multifunctionality	12
6.0	Principle 4: Early Engagement	15
7.0	Principle 5: Managing Different Expectations	17
8.0	Principle 6: Health, Wellbeing And Social Equity	19
9.0	Principle 7: Connectivity	22
10.0	Principle 8: Strong Policy Wording and Commitment	25
11.0	Principle 9: Stewardship and Maintenance	27
12.0	Conclusion	30





# Introduction

## Chapter 1



## 1.1 Purpose of this Guidance

- 1.1.1 This guidance provides a summary of the main Green Infrastructure (GI) standards document, in order to provide an opportunity for the community to understand how the standards will help deliver better GI across the county. There are nine GI standards that have been developed to support policy making and design of new developments, with the aim to create great places for people and wildlife to thrive.
- 1.1.2 The standards will help with; policy and strategy writing, master-planning, design, and the implementation of development. They can be applied to GI schemes and to the management and maintenance of GI.

## 1.2 Who this document is for?

- 1.2.1 This is a non-technical Essex GI Standards summary document; content is relevant to community groups and people without specialist knowledge of the subject area. For more detailed information on these standards please refer to the technical guidance, including the glossary and case studies.



## 1.3 Introduction to Green Infrastructure

### What is Green Infrastructure?

- 1.3.1 Green Infrastructure (GI) is our diverse network of green and blue spaces that include our natural assets, wildlife habitats and environmental features. GI includes parks and gardens, amenity greenspace, natural and semi-natural urban greenspaces, green corridors, water (coast, rivers, lakes and ponds) and other public spaces as diverse as allotments and city farms.
- 1.3.2 The delivery of multifunctional GI to deliver multiple benefits will help Local Planning Authorities and partners to address several key political challenges. This includes:
- **Climate Emergency** – Several Essex local authorities have made a declaration to achieve Net Zero by 2050 and to take action on climate change. In 2020, an independent commission, Essex Climate Action Commission (ECAC) was set up to advise on and made recommendations about how Essex can improve the environment and the economy through tackling climate change. Good GI will help deliver climate change adaptation and mitigation and contribute to meet our carbon net zero target as set out in the Essex Climate Action Commission report- Net Zero: Making Essex Carbon Neutral
  - **Ecological Emergency** – The need to make space for nature and meet the requirement in national planning policy, helping to create great places.
  - **Public Health / Active Lives Agendas** - Covid19 response to people's health and wellbeing has highlighted the importance for GI.
  - **Green Growth Agenda** – which aims to make sure natural assets are sustainable and provide economic benefit; ensuring we deliver exemplar developments that people would want to live in now and in the future.

### GI Principles and Standards

- 1.3.3 The Essex GI Principles are based on several key policy documents including HM Government's 25 Year Environment Plan, the Environment Act (2021) and the National Planning Policy Framework (NPPF). For further details on these key policies, please refer to the Essex GI Standards Technical Guidance.
- 1.3.4 The Essex GI standards will help strengthen GI policy and secure GI delivery within new developments to strengthen Essex's GI. As a result, this will enhance ecological networks and contribute to the national and local (i.e. ECAC) targets for biodiversity net gain.





## 1.4 Introduction to this Guidance and the Essex GI Strategy

- 1.4.1 The Essex GI Principles and Standards have been developed by planners, policy, decision makers and other practitioners (from both public and third sectors) across Essex and academic experts from University of Northumbria and University of East Anglia. For further information regarding the development of the Essex GI Standard, please see Annex C of the technical Essex GI Standards document.

### Document Contents

- 1.4.2 For each principle and standard, this document contains:
- An Introduction to the Principle and Standard
  - Why the principle and standard matters
  - Guidance on meeting the principles
- 1.4.3 ECC's GI team will apply these standards to major developments as outlined in the National Planning Policy Framework (NPPF). For further information, please see the link on the Technical Essex GI Standards document that outlines our GI checklist for development.
- 1.4.4 ECC's GI team is not a statutory consultee for GI, therefore, the weight of the comments provided will be determined by the corresponding district, borough, or city council.





# Essex Green Infrastructure Standards

## Chapter 2





2.1.1 The “Making Better Planning for Better Placemaking” and “Place-Keeping” workshops held October – November 2020 identified the following Essex GI Principles:



Mainstreaming and integration



Evidence-led



Multifunctional outcomes



Early collaboration and engagement



Managing different expectations



Health, Wellbeing and Social Equity



Increased connectivity



Commitment to delivery (via strong policy wording)



Stewardship and maintenance



2.1.2 These GI principles will help deliver better greener places across Essex placemaking and place-keeping. There are nine proposed GI standards for Essex as set out in Table 1.

**Table 1: The GI Principles and the corresponding GI Standards for Essex**

GI Principles		GI Standards
1	Mainstreaming and Integration	Local plans and key strategic documents recognise the significance of delivery GI to create nice places to live.
2	Evidence-Led	The planning, design and delivery of GI is evidence-led using appropriate environmental assessments and mapping to ensure effective GI interventions are being implemented and enhanced to create better places to live.
3	Multifunctionality	GI interventions are designed, planned and delivered to enhance multifunctionality and deliver multiple benefits to people and biodiversity in both rural and urban areas.
4	Early Engagement	There is early collaboration and engagement with all relevant people of interest, partners and communities to support the delivery of effective and connected GI.
5	Managing different expectations	Differing views need to be identified early and managed effectively and in a transparent manner to secure both short- and long-term outcomes.
6	Health, Wellbeing and Social Equity	GI is designed to meet different people's needs (including physical and mental health), providing accessibility to GI, green spaces and local amenities, while ensuring GI is inclusive to all.
7	Connectivity	GI interventions connect places across multiple scales; from larger landscape scale networks to smaller local and neighbourhood scale networks. This helps to create green corridors which enhance connectivity for people, wildlife and habitats.
8	Strong policy wording and commitment	Policy for GI is strongly worded in line with statutory plans and industry/local guidance. This is supported by local incentives to support creation of high-quality GI.
9	Stewardship	The long-term management plans are identified at the early stage with the necessary funding and monitoring in place.

# Principle 1: Mainstreaming and Integration

## Chapter 3

### 3.1 Standard



Local plans and key strategic documents recognise the significance of delivery GI to create nice places to live.



## 3.2 Why does it matter?

- 3.2.1 GI is often only proposed at single locations on planning applications rather than across the whole site and is not always included in key strategic policies.
- 3.2.2 GI needs to be embedded throughout development proposals and projects as well as strategic plans, policies and projects in order to help create prosperous communities.
- 3.2.3 GI helps to tackle the climate emergency, create accessible green spaces that help contribute to health and wellbeing and can contribute to improving biodiversity.

## 3.3 Meeting the Principle

- 3.3.1 GI should be integrated into policy documents and development plans at the earliest stage of the planning process.
- 3.3.2 Schemes must demonstrate that they are designed to protect the local landscape and heritage from the outset. GI should be connected to the wider landscape to connect habitats therefore increasing biodiversity.
- 3.3.3 A GI survey (or equivalent) needs to be conducted for any site to assess existing site GI, and where possible, existing GI is to be incorporated as part of the design. However, where the removal of high value GI is unavoidable then a suitable location will need to be identified and replaced to equal or enhanced quality.
- 3.3.4 GI needs to be included across a range of strategic documents within planning policy in order to achieve maximum environmental benefits. Transport and Infrastructure documents are an example of where GI can feed into strategic documents as GI can connect places using sustainable transport links.
- 3.3.5 The key points in order to meet this standard are:
  - Integration of GI in planning policies and development design
  - Ensuring the policy document and development proposals are part of a clear vision for the area
  - The importance of long-term management and maintenance of GI should be embedded within key documents
  - Policy documents should be continuously monitored and reviewed to create up to date policies and ensure high quality GI across Essex



# Principle 2: Evidence-Led

## Chapter 4

### 4.1 Standard



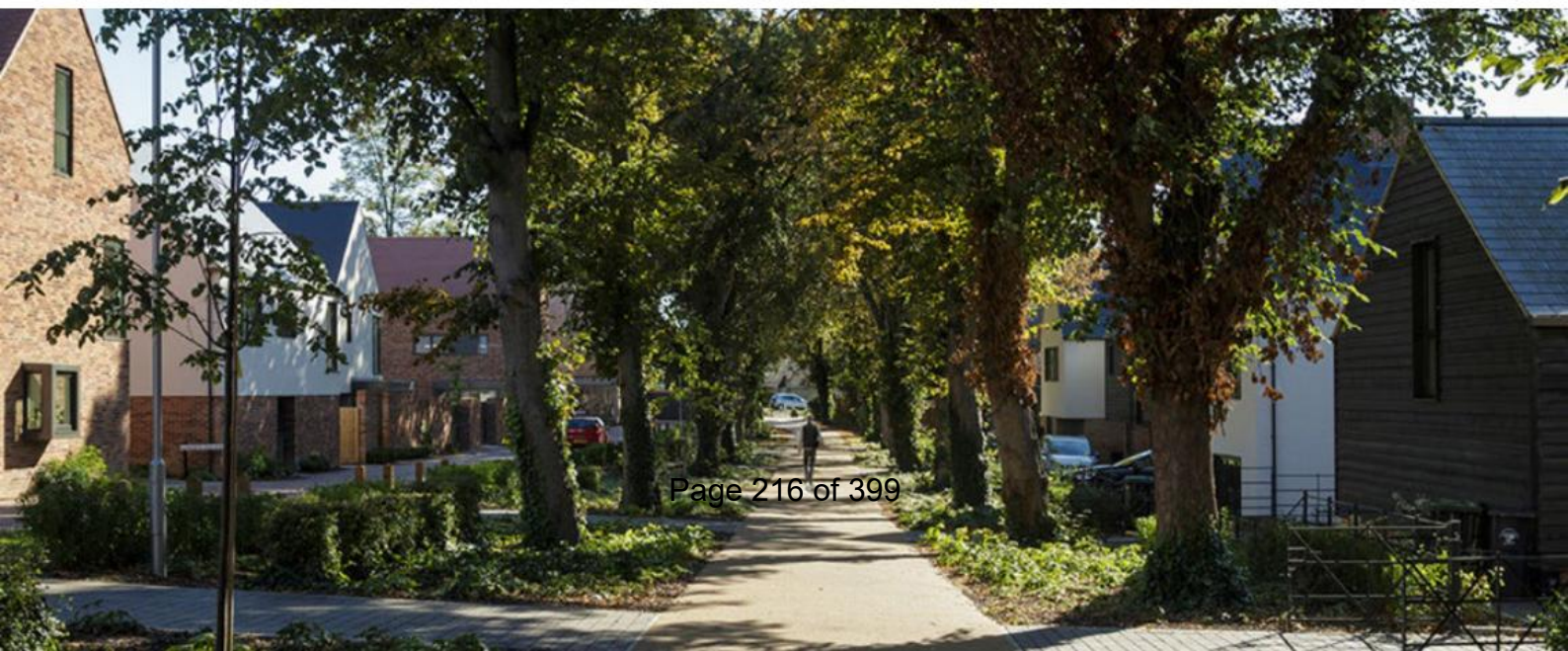
The planning, design and delivery of GI is evidence-led using appropriate environmental assessments and mapping to ensure effective GI interventions are being implemented and enhanced to create better places to live.

## 4.2 Why does it matter?

- 4.2.1 Evidence is essential for understanding the GI that currently exists across Essex and assessing the areas that need to be prioritised to improve GI coverage.
- 4.2.2 An evidence-led approach helps make more informed and therefore better decisions for GI to have maximum impact, informing action that has the desired impact. It also helps create stronger policies that provides clear guidance for GI.
- 4.2.3 Evidence should be based on recent and reliable data to make informed decisions. Evidence can be quantitative (e.g., facts and figures, data, measurements, etc.) and it can be qualitative (e.g., people's survey responses). It should ideally incorporate both quantitative and qualitative data from a broad range of sources.
- 4.2.4 Good quality, relevant and up to date evidence underpins all standards.

## 4.3 Meeting the Principle

- 4.3.1 A GI audit (or equivalent) needs to be completed to outline and assess the existing site GI. Where possible, existing GI is to be incorporated as part of the design and if the removal of high value GI is unavoidable then a suitable location will need to be identified to replace to equal or enhanced quality.
- 4.3.2 Early engagement with relevant people is expected to provide a strong evidence base to help establish any gaps in GI. A Community GI Needs Assessment can help to deliver GI for specific community needs. For example, by providing opportunities for improved health and well-being and access to nature. The data will need to be reviewed and consolidated to then develop a community action plan, which prioritise needs and can inform GI design and policies.
- 4.3.3 Proposals are expected to be informed by existing data and strategies, such as, the Essex Green Infrastructure Strategy. In addition, some Local Planning Authorities have undertaken green/open space, play, sport and infrastructure assessment/study. A Biodiversity Metric can be used to calculate biodiversity losses and gains for habitats. This evidence-led approach will ensure development proposals result in biodiversity net-gain, looking at both quantity and quality of biodiversity.
- 4.3.4 GI must be considered at key stages throughout the planning process and the relevant level of detail must be submitted as part of an application. The delivery of GI also needs to be considered across the construction phases to protect natural assets on the site. The long-term maintenance and management of GI also needs to be considered. A monitoring and evaluation process is in place to review and update evidence.





# Principle 3: Multifunctionality

## Chapter 5

### 5.1 Standard



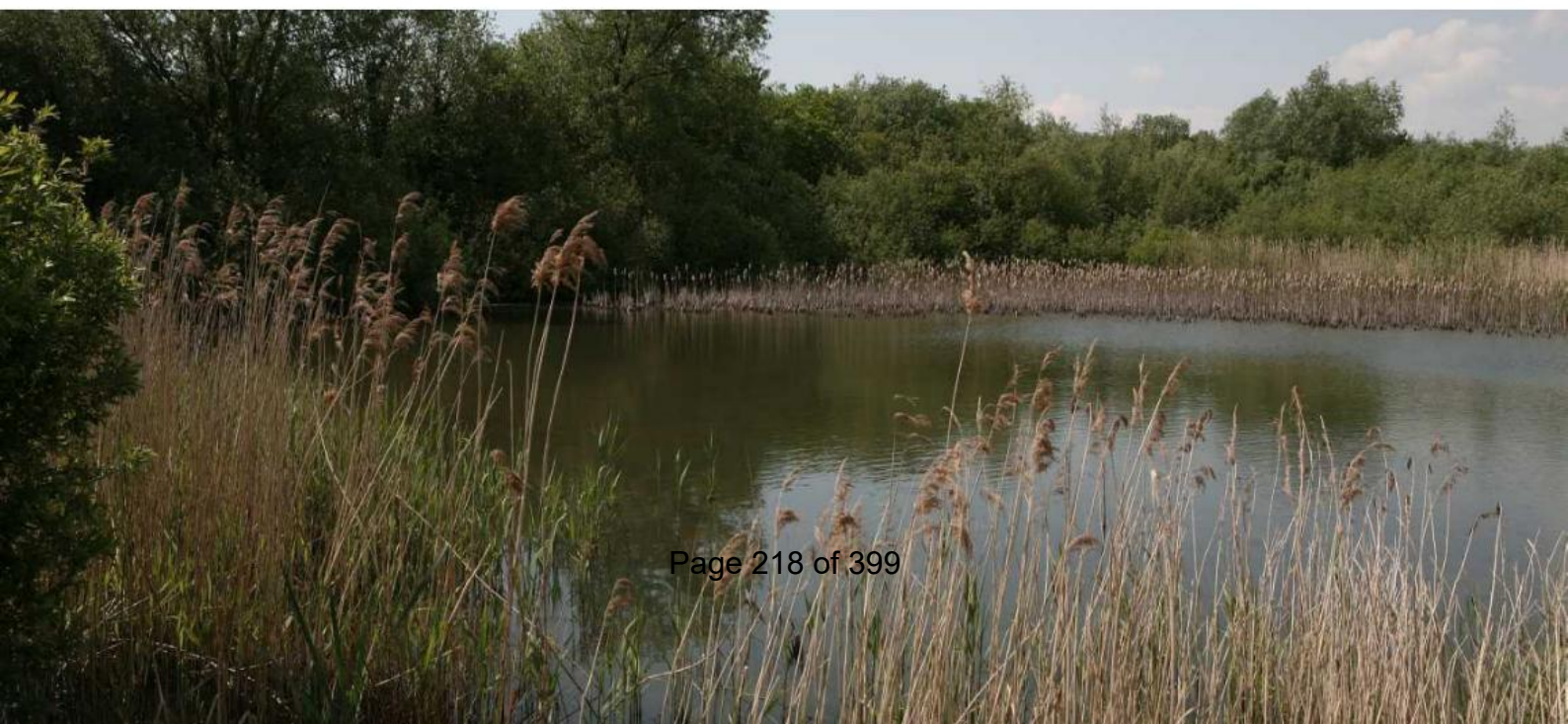
**GI interventions are designed, planned and delivered to enhance multifunctionality and deliver multiple benefits to people and biodiversity in both rural and urban areas.**

## 5.2 Why does it matter?

- 5.2.1 All too often plans, and projects are designed and delivered to address one identified problem despite potential opportunities to deliver multiple benefits and therefore help solve different challenges.
- 5.2.2 A healthy environment is a network that provides multiple benefits to people such as health and wellbeing, cleaner air, active travel and local food production.
- 5.2.3 A well-planned and managed GI strategy can help Essex meet and respond to key challenges faced in the community.

## 5.3 Meeting the Principle

- 5.3.1 The delivery of multifunctional GI must be considered in development proposals and projects. Below is some of the key points that should be considered for policy documents and development proposals: -
- 5.3.2 **Enhancing biodiversity/environmental net gains** - Biodiverse environments provide multiple benefits. Mandatory Biodiversity Net Gain will be implemented through the planning system. Furthermore, there is an opportunity within strategic planning and development management to capture wider environmental gains that deliver multiple benefits that impact on economic and social health and wellbeing.
- 5.3.3 **Improve local area identity and character** – Good planning requires creating a strong identity for an area and GI is a critical component. The improvement of GI helps to enhance the character, quality and create an identity for an area. It gives people a role in public space, enhancing a sense of ownership and pride. Street trees provide shade for buildings and people, flood and water management and stepping stone/ green corridor for wildlife. It is important GI policies are reflective of the existing character of the place.
- 5.3.4 **Providing recreation for all ages and abilities** - GI provision should improve equality allowing all residents access to quality green space. Often it is economically disadvantaged communities that have poorer health and educational outcomes. These communities also have the lowest levels of access to nature.



- 5.3.5 **Improving Health and wellbeing** - Access to nature-rich environments and green space has a positive impact on health and wellbeing. GI can help tackle the obesity and inactivity crisis and thereby preventing many illnesses including cancer, heart attacks and strokes (these are the 3 biggest killers in the UK).
- 5.3.6 **Integration of flood and water management as part of green space, highways and other provision** - Flooding remains one of the most frequent natural hazards in Essex and is predicted to experience an increase in flooding, extreme weather events and summer droughts through climate change. GI provides significant opportunities to deliver space for water and natural options for flood alleviation and water management. Development should include biodiversity and open space provision, which will provide aesthetic and amenity value, and safe public access as well as managing flood risk.
- 5.3.7 **Climate change adaptation and mitigation** – Majority of the Essex LPAs have declared climate emergency or climate action and have made a commitment to meet government targets, moving towards net-zero, including the commitment and ambitious targets set by ECAC outlining how Essex can improve the natural and built environment and the economy through tackling climate change. Policies will need to strengthen their position to meet these targets. As the climate changes, the UK needs to plan for more extreme weather events. Practitioners should design, implement and manage GI to provide natural solutions to climate challenges. Here nature recovery networks and improved connectivity become key to help wildlife move and adapt. GI also reduces urban heat by cooling the air.
- 5.3.8 **Improving Air Quality** - GI also cleans the air we breathe by filtering particulates. Planting of GI to create attractive environments that will incentivise active travel, such as walking, cycling and horse riding.
- 5.3.9 **Commercial and Industry** – High-quality environments with natural green spaces are attractive to people. They attract investment and support businesses.
- 5.3.10 **Education** - GI provides learning opportunities as an ‘outdoor classroom’. It is a valuable educational resource and has the potential to improve educational achievement, through improved concentration and self-esteem.
- 5.3.11 **Providing local access to food production opportunities (i.e., orchards and allotments)** – There is a growing concern around food security and access to orchards and allotments, which can be utilised for food production, whilst providing several therapeutic benefits.





# Principle 4: Early Engagement

## Chapter 6

### 6.1 Standard



There is early collaboration and engagement with all relevant people of interest, partners and communities to support the delivery of effective and connected GI.

## 6.2 Why does it matter?

6.2.1 Early and meaningful engagement with relevant parties will result in:

- The Identification of any issues, challenges, conflicts and opportunities that could be difficult to address if identified later on in a proposal.
- Reduces costs for a project with GI providing nature-based solutions to some of the challenges.
- Reduces cost for GI delivery and maintenance; allowing GI to be budgeted for from the start, rather than at the end as an addition.
- Delivery of a viable, sustainable and attractive proposal for the long-term.
- Ensures policy and planning is joined up.
- Multiple benefits for end users/ residents/ businesses

## 6.3 Meeting the Principle

- 6.3.1 Engagement with partners, experts and local communities for any plans, projects, policies or programmes helps to create a vision for the community and achieve better outcomes. It is important not to just engage on GI alone but also on the wider aspects of the development. Developers are expected to provide and submit evidence of early and/or continued engagement regarding GI on site.
- 6.3.2 Shifting views and expectations will then need to be managed throughout the delivery of a project, development or the production of policy documents. It is important there is ongoing feedback to participants of decisions taken.
- 6.3.3 It is really important developers have an engagement strategy to get the right people involved early to discuss and develop plans from the start. Sectors and interests to consider will include:
- Highways, transport, drainage, utilities, public health, education, ecology, heritage, landscape, parks/public space, finance, planning and community liaison authorities.
  - Statutory consultees, statutory undertakers and trusts.
  - Community representatives, user groups, Local Access Forums, business, education sector, and landowners and agricultural sector.
  - Those who benefit from the GI, and those who could benefit in the future.
- 6.3.4 Demonstrating results by sharing good stories of how early engagement helped the process and examples of where late engagement caused issues for the proposal or project is a good way to bring people on side. By taking steps to proactively improve the stage of engagement it can build better relationships, improve project outcomes and deliver multifunctional GI successfully.



# Principle 5: Managing Different Expectations

## Chapter 7

### 7.1 Standard



Differing views need to be identified early and managed effectively and in a transparent manner to secure both short- and long-term outcomes.



## 7.2 Why does it matter?

- 7.2.1 Expectations need to be carefully managed and negotiated. Conflict is a fact of life and should be welcomed and not feared or neglected. Different requirements need to be considered to help mitigate issues that would otherwise cause delay and extra costs.
- 7.2.2 Managing different expectations is essential and is key to ensuring the successful delivery of healthy and sustainable places. Early engagement is important in order to be able to manage different expectations and resolve any potential issues. Challenges and expectations can be identified and managed using a transparent process recognising that there will always be differences in opinions and views.

## 7.3 Meeting the Principle

- 7.3.1 Good communication should be established between interested parties and developers to ensure that a feasible agreement is reached and that all participants affected by policy making, development design or construction are informed. The openness and honesty established from the onset should allow for open direct lines of communication for the future. Two-way communication is key to understand different positions and interests throughout the design and construction process for developments.
- 7.3.2 It's important to determine if there are any potential underlying issues that may cause conflict early on, in order to determine the best solution. Conflicts are often caused by different interpretations of development or policy plans and poor communication. It is important different views are listened to and compromise is considered where required to help reach a mutual agreement. It is inevitable that conflicts could occur later in the development design and construction stage. Hence the need to build a strong and resilient stakeholder network with on-going communication.
- 7.3.3 Identify a champion, someone with energy for change or interests, that will help engage and connect with the community. As part of the development an engagement strategy or Statement of Community Involvement should be provided that addresses the needs and concerns of the community. Keep the community engaged throughout the process with timely updates and be clear on their expectations.
- 7.3.4 Engagement should be early, flexible and throughout the policy making or development process. The Statement of Community Involvement and/or an engagement action and management plan should manage expectations, actions, resolutions and accountability.



# Principle 6: Health, Wellbeing and Social Equity

## Chapter 8

### 8.1 Standard



GI is designed to meet different people's needs (including physical and mental health), providing accessibility to GI, green spaces and local amenities, while ensuring GI is inclusive to all.



## 8.2 Why does it matter?

- 8.2.1 Access to nature rich environments and green spaces can have a positive impact on health and wellbeing, encouraging more active lifestyles. There is a clear association between psychological health, mental wellbeing, and physical activity.
- 8.2.2 Recent studies during the Covid-19 pandemic have highlighted the key role that green spaces play for people's health and wellbeing. But the current distribution and access to those spaces are not equitable. New developments might have access to green spaces, but existing developments in many deprived urban areas may not and urgently need reinvestment.

## 8.3 Meeting the Principle

- 8.3.1 Policy requires connectivity between GI features and where people live and work, to optimise use and enjoyment. Good quality parks and green spaces need to be fully accessible to all and located near to where people live and provided at all scales, which will support a wide range of healthy activities. For example:
- Improving the connectivity to ensure there are good accessible links for all throughout neighbourhoods and urban and rural areas to green spaces.
  - Public parks, playing fields, pathways, Public Rights of Way, multi-user routes (including bridleways), cycle paths and jogging tracks that encourage outdoor activity and promote good physical health.
  - Urban vegetation, i.e.
    - allotments, community gardens and orchards promoting healthy eating,
    - trees, green roofs and private gardens that regulate air quality and reduce the 'urban heat island' effect.
  - Wetlands, grassed areas and urban forests reduce the risk of flooding, sewage overflow and clean water contamination.
  - Communal parks, village greens and town squares that enhance community attachment, social cohesion and a sense of environmental responsibility.
  - Green spaces in a residential community attract tourism and investment and improve employment and income potential.





- 8.3.2 Where GI such as new cycle and pedestrian paths and green spaces are developed, care should be taken to ensure that safety is maintained. This will include amenities such as lighting, play equipment, benches, level paths, good signposting, and clear sightlines to be of good quality and be well maintained, without becoming potential areas for anti-social activity.
- 8.3.3 A Health Impact Assessment (HIA) will help to assess if the GI provision meets the diversity of user groups, whose needs may vary according to age, abilities, interest, or cultural beliefs. Policy supports targeted approaches in new development, or changes to existing settlements, to enhance areas that lack GI, have health inequalities and a high level of deprivation through requiring developments to complete a HIA. This includes access to natural play for younger and older children. You will need to ensure that areas with higher deprivation levels and lower access to green space are given the required attention. Other potential physical barriers for users that have an impact on health will also need addressing, such as vandalism, lighting, dog fouling, fly tipping and graffiti.
- 8.3.4 Policy requires new development to deliver GI features that incorporate existing landscape and historic features, whilst protecting or creating features that enhance views. Policy also requires new developments to provide the provision of and access to good quality parks and green spaces, that is accessible to all and located near to where people live. Policy ensures that provision is made to delivering GI and green spaces at all scales. That is made to support a wide range of healthy activities, such as sensory gardens, safe and attractive green routes, multi-user routes (including bridleways, cycle paths and jogging tracks) and accessible green spaces.
- 8.3.5 For that additional layer of quality assurance for policy and strategic documents Building with Nature could be used, which is a UK wide benchmark for GI, launched in 2018. Building with Nature offer a set of GI Standards, which can be downloaded for free from their website, plus a formal Accreditation scheme to help accredit policy. Building with Nature standards support and give credibility to the commitment to delivering and sustaining a flourishing place for people and wildlife.
- 8.3.6 Development proposals and projects should demonstrate how access and enjoyment of all users are integral to GI at each stage of delivery (design, implementation, management, and maintenance). They should contribute to community cohesion and wellbeing by providing a wide range of GI features that promote community-led activity to enable inclusive use of GI, that will provide health and wellbeing benefits.



# Principle 7: Connectivity

## Chapter 9

### 9.1 Standard



GI interventions connect places across multiple scales; from larger landscape scale networks to smaller local and neighbourhood scale networks. This helps to create green corridors which enhance connectivity for people, wildlife and habitats.

## 9.2 Why does it matter?

- 9.2.1 The pressures of changing land use, development and population growth in Essex will have an impact on our environment and potentially cause habitat fragmentation and biodiversity loss. However, good GI design can demonstrate how developments and retrofitting can provide a positive contribution to mitigate these impacts.
- 9.2.2 Creating GI connectivity through developments proposals and GI Projects will help to reconnect existing and fragmented nature areas; for instance, through green corridors and/or green bridges, as well as improving the general ecological quality of the wider environment.
- 9.2.3 Good GI should make connections between our urban, rural and coastal areas, from our towns and cities to our villages. Good GI connectivity should enable the movement of people and wildlife through green networks and corridors and helps connect people with nature, reducing health inequalities. Good strategic planning can guide infrastructure developments away from sensitive sites, thereby reducing the risk of further habitat fragmentation.
- 9.2.4 The protection, enhancement, creation and connectivity of our GI to the wider GI network will maximise the delivery of the multiple functions and benefits from GI.

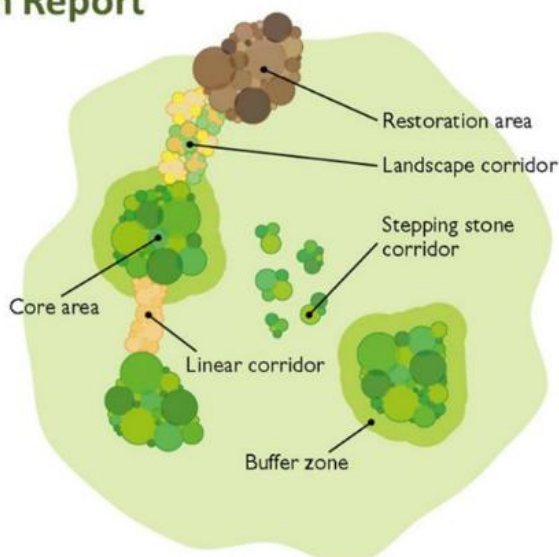
## 9.3 Meeting the Principle

- 9.3.1 The provision of GI is an important solution to delivering the Lawton principles of more, bigger, better and joined. It advocates a landscape-scale approach to conservation and enhancing connections between sites, either through physical corridors or through 'stepping stones'.

### The Lawton Report

- Bigger
- Better
- Connected

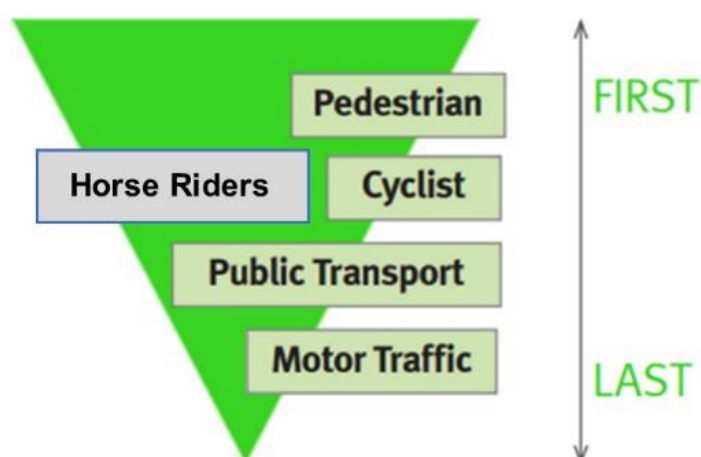
Put the  
Right Habitat  
in the  
Right Place



*Making Space for Nature: a review of England's wildlife sites and ecological networks: defra 2010*



- 9.3.2 To ensure that access to green spaces is as easy as possible for all, enhances biodiversity and to improve the character and sense of place, it is essential that greater connection with public realm, developments and transport planning is established. Therefore, GI is best achieved through an integrated approach to land management, prioritising key strategic areas. A GI Strategy will provide the foundation for good planning and design for GI, offering a consistent approach by focusing on different spatial aspects from regional, to county to local district to neighbourhood level.
- 9.3.3 Dissection of the linear network of cycleways, public rights of way, bridleways and ecological corridors such as ancient woodlands, hedgerows, ditches and water environments are avoided, where possible. Every effort needs to be made to ensure that connections between green spaces and developments are achieved to ensure that routes make sustainable connections. People will therefore hopefully choose to use these routes for local trips, over the car, with a move towards a user hierarchy as promoted through the Essex Walking Strategy as shown below:



- 9.3.4 In line with Principle 4: Early Engagement, opportunities and local needs should inform GI planning and design. Local need includes outcomes such as better health, improved air quality or addressing identified deficits in local GI supply. Create connectivity to ensure there are good accessible links for all between urban, rural areas and GI widening the GI network to help prevent fragmentation. It's important to identify multifunctional areas where multiple functions can all operate together in the same space, delivering multiple benefits. Natural landscape features such as small water courses, forest patches and hedgerows can act as green corridors for wildlife.
- 9.3.5 New developments should be located where they can be linked to services and facilities through establishing green active travel routes (walking, cycling and bridleways) that are accessible for all and would minimise the need for motor vehicle movements.

# Principle 8: Strong Wording Policy and Commitment

## Chapter 10

### 10.1 Standard



Policy for GI is strongly worded in line with statutory plans and industry/local guidance. This is supported by local incentives to support creation of high quality GI.

## 10.2 Why does it matter?

- 10.2.1 Development proposals and policy wording need to make strongly worded commitments to the protection and provision of GI on site, recognising GI as a positive economic, social, and environmental asset, serving as critical infrastructure.
- 10.2.2 The Natural Capital Committee, an independent advisory committee to the UK Government, has stated that: “Building GI into long-term development plans will not only ensure its benefits from the outset, but will also avoid costly retrofitting in the future.
- 10.2.3 In terms of policy, wording should cover all of the standards identified here but research has shown that whilst coverage may be good the strength of policy wording (must, should, where appropriate, where possible) often falls into the weaker categories and is often therefore viewed as less of a priority.

## 10.3 Meeting the Principle

- 10.3.1 The type and strength of wording used when referring to GI provision, protection, management, and maintenance is critical. GI commitments made using terms such as ‘should’ ‘consider’ or ‘might’ are considered weak as they can potentially be voided or trumped by commitments for the delivery of other infrastructure and/or services. Strongly worded GI commitments will be supported when design and provision is informed by effective engagement via participatory processes.
- 10.3.2 A GI audit (or equivalent) needs to be completed to outline and access the existing site GI. Where possible, existing GI is to be incorporated as part of the design with strongly worded commitments for this made. Where the removal of high value GI is unavoidable then suitable locations will need to be identified and replaced to equal or enhanced quality. Again, strongly worded commitments for the mitigation of GI loss are expected. Where possible, there should be no variation between what is proposed and what is physically delivered on site. GI must align with statutory plans, planning policy and local guidance.
- 10.3.3 Make the context of your plan, policy, project or programme clear at the outset. Development comments may carry less weight unless if there is not clear policy wording within guidance documents such as local plans. By not having strong policy wording within strategic documents GI can be overlooked due to other competing policy priorities.
- 10.3.4 Early Engagement can help strengthen the narrative and maximize the opportunities to secure the best outcomes through planning and design. It is helpful here to identify the key political hooks such as climate emergency, biodiversity net-gain and duty to corporate across the key criteria from the NPPF will aid discussions. For further information regarding early engagement, please see [Principle 4: Early Engagement](#).
- 10.3.5 It is important for the GI designs in development proposals to be supported with the commitment to deliver on the ground. Site GI principles and standards should be embedded and referenced across application documents to ensure its multifunctionality and multiple benefits are not overlooked. This integration will clearly demonstrate the contributions of GI to natural capital, ecosystem services, biodiversity net-gain, climate change, flooding, health and wellbeing, sustainable transport and placemaking.

# Principle 9: Stewardship and Maintenance

## Chapter 11

### 11.1 Standard



The long-term management and stewardship plans are identified at the early stage with the necessary funding and monitoring components in place.

## 11.2 Why does it matter?

- 11.2.1 The stewardship and maintenance of an asset simply means to ensure that it is properly looked after in perpetuity. Stewardship for the management and maintenance of GI is vital to ensure the functions and benefits of individual GI features are delivered and sustained for the long term. This includes sustaining their funding, monitoring and evaluation.
- 11.2.2 People are more likely to use green spaces if they are well maintained. If sites are easier to access, more visible and better used, they will contribute to local people's sense of civic pride, encourage ongoing involvement (i.e., volunteering and formation of 'Friends Of' groups).
- 11.2.3 In line with Principle 4: Early Engagement, it is important that management and maintenance provisions for development proposals are considered during the early engagement with stakeholders. This could create opportunities for community participation and volunteering regarding GI management and maintenance, creating a sense of ownership ensuring that GI is looked after in the long term. It needs both early engagement and collaboration liaising with the Country Parks teams, Outdoor Pursuits Centres, landowners, Parishes, the community, and Wildlife Trusts. Long-term management and maintenance often take a community effort.
- 11.2.4 Future GI investment decisions should be built on the value that GI creates, as part of place making and not just on how much GI assets cost to maintain. Every £1 spent on parks in England generates an estimated £7 in additional value for health and wellbeing and the environment (The Parks Alliance, 2020).

## 11.3 Meeting the Principle

- 11.3.1 GI must be designed to be appropriate to the local character and needs of the community and a wide range of users. It should be accessible to all and usable all year round. Stewardship/governance bodies should ensure relevant stakeholders, representatives of local communities, users and other beneficiaries are able to get involved in the management of their GI and green spaces. As the end-users are tremendously important and should be engaged and represented not only in the planning for GI, but its stewardship, so their needs are integrated, and this creates a sense of ownership. This will ensure that the GI caters to local needs and is looked after in the long-term.
- 11.3.2 Long-term management and maintenance of GI need to be considered at an early stage in planning for developments to ensure it is considered in the viability assessment of the site. This includes consideration by the Local Planning Authority and the developers during the planning process on how the GI will be funded, managed and maintained in perpetuity. It is important through masterplanning that the design for specific spaces within a site incorporates multifunctional GI and the likely management and maintenance costs to be identified at the outset. This will potentially provide an opportunity to identify designing solutions to suit the budget early on. This will include ensuring landscapes, planting and species are selected as part of the GI design to allow for effective long-term low-cost management and maintenance. As well as delivering other GI multiple functions and benefits. For example:
  - In public green spaces use low growing grasses, wildflower strips/meadows which can support biodiversity.
  - Street trees are of a suitable species and specification. Enough space to grow or planted in tree pits to avoid future conflicts with services and hard surfaces in the long-term.



- 11.3.3 It is important to identify the long-term management and maintenance within planning policy. Different ways of using revenue funding to secure long-term maintenance need to be considered to diversify income streams and maximise resilience.
- 11.3.4 Ensure sound legal and financial arrangements are in place. This will enable collaboration with communities, landowners, land managers, trusts, foundations, and others in local governance. This will secure the long-term management and maintenance of GI. It will also future proof for changes, such as to land ownership.
- 11.3.5 Explore opportunities for income generation through innovative approaches. These include crowd funding, contactless donation technology, energy generation (e.g., biomass or other renewables), habitat and carbon banking, prescribed health activities.
- 11.3.6 It is important to make GI essential infrastructure within strategic policy. GI Plans include funding, governance, ongoing management, monitoring and action plan. It is important to gather local and national evidence on the benefits and economic returns of investing in GI to make a business case for investing in GI across a broad range of sectors.
- 11.3.7 Development proposals are expected to outline how retained GI, such as existing trees, hedges and vegetation will be protected during construction via documentation such as a Construction Environment Management Plan (CEMP).





# Conclusion

## Chapter 12



## 12.1 What does it look like?

- 12.1.1 It is the intention of the Essex GI Standards Framework to embed GI within new developments, retrofitting into our towns, cities and villages and for GI to become an integral part of the day-to-day considerations and decision making in other key sectors and services (i.e., health and wellbeing, highways etc.) to ensure that future planning, design, management and maintenance is clear, structured and focused. We need to move away from looking at GI in isolation, but towards a more joined-up, partnership approach which uses the resources we have to secure the greatest gains for the environment and the sustainable economy, as well as the health and wellbeing of its communities. In delivering the nine principles and standards together will ensure the delivery of high-quality multifunctional GI and the multiple benefits they provide. The order of nine principles and standards reflect the sequence and timescales for successfully planning, delivering and maintaining GI. The strategic decisions we make over the long-term will advance the case for GI investment and its importance in placemaking and place-keeping across Essex.

### Case Study: Temple Farm, Chelmsford

#### What is this case study about?

The Temple Farm development is situated on 34 hectares of land which was previously a large scrapyard. It has been remediated and developed to become the Watch Tower Bible and Tract Society of Britain's new headquarters for Jehovah's Witness Organisation. The live/work campus complements its rural surroundings through attractive and sustainable building and landscape design. A core belief of Watch Tower is to respect and care for the environment. Incorporating sustainable design measures that are 'beyond' normal industry practice publicly demonstrates this to visitors, residents and the community.



#### What is the value of this approach?

Temple Farm was a hybrid application. This means it included an outline application and a detailed application, which both was approved in 2015. The detailed application for the Temple Farm development related to all infrastructure works, including a power supply and access. A number of reserved matter applications, which confirm the specifications of different aspects of the development was submitted. These improved the quality of the final design, making the development a better place for residents and visitors. There are many innovative features that make this development an exceptionally dynamic and pioneering one in all aspects of sustainability.

# Case Study: Temple Farm, Chelmsford (continued)

## What has happened?

Activity/Outcomes	How does it demonstrate the principle?	What are the lessons learned?
The access road alone was awarded the Susdrain New Build Small Scale award in 2018. The development has been awarded First ever BREEAM Communities innovation credit is claimed by Temple Farm Development. It is also the second BREEAM Communities project to have received an Outstanding rating.	The development consists of a myriad of different features that demonstrates all the principles through to its early engagement, evidence, design and commitment - integrating many aspects of sustainability. The landscaping and built environment design actively promote Biodiversity Net Gain, amenity, health and wellbeing connectivity and a range of other multifunctional benefits. Through the improvements to local pedestrian and cycle routes, nature-based solutions SuDs, planting of trees, native hedgerow and woodland. The inclusive design and operation strategy developed at the outset ensures that the needs of all users are met. Before construction work even started, the long-term maintenance and operation of the development including GI was in place.	The process of incorporating standards like BREEAM raises the awareness of the project design team in matters of sustainability when it comes to building layouts and material specification. As a result of using BREEAM, consideration was given to issues of ecology, energy, water, waste and pollution much earlier in the design process.

## Other Principles Met





## 12.2 Assessment and Evaluation

- 12.2.1 Details on the assessment and evaluation approach will be governed by the feedback from the April 2021 consultation. There are four possible options for assessing and evaluating whether the principles and standards have been adequately achieved.
- Option 1: The framework becomes a supporting guidance only.
  - Option 2: A self-assessment, through using an Essex adapted version of the GI planning Policy Assessment matrix tool to assess.
  - Option 3: Full assessment via external assessors, or potential external verification through Building with Nature where appropriate.
  - Option 4: A combination all three, to be applied where appropriate.

## 12.3 Further Guidance and Information

- 12.3.1 Building with Nature User Guide for Developments and Policy Makers, 2017 (Will need to request a free copy via [info@buildingwithnature.org.uk](mailto:info@buildingwithnature.org.uk)): <https://www.buildingwithnature.org.uk/>
- 12.3.2 Understanding our growing environmental vocabulary in England Connecting Green Infrastructure, Natural Capital, Ecosystem Services and Net Gains within the English Planning System, Natural Environment Research Council, 2020: <https://mainstreaminggreeninfrastructure.com/project-page.php?understanding-our-growing-environmental-vocabulary-in-england>

**This information is issued by**

Essex County Council

**Contact us:**

[GreenInfrastructure@essex.gov.uk](mailto:GreenInfrastructure@essex.gov.uk)

Environment and Climate Action

Essex County Council

Chelmsford

CM1 2QH

**Forward Plan reference number: FP/354/03/22**

<b>Report title: Publication of Compulsory Purchase Orders for Land required for the A120-A133 Link Road Scheme</b>	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Lesley Wagland, Cabinet Member for Economic Renewal, Infrastructure and Planning	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Paul Crick Director, Performance, Investment and Delivery <a href="mailto:paul.crick@essex.gov.uk">paul.crick@essex.gov.uk</a> or Laura Ford, Project Sponsor <a href="mailto:laura.ford@essex.gov.uk">laura.ford@essex.gov.uk</a>	
<b>County Divisions affected:</b> Tendring Rural West	

## 1. Everyone's Essex

- 1.1 Everyone's Essex, has the aim of creating a strong, inclusive and sustainable economy, a high quality environment and a good place for children and families to grow.
- 1.2 This includes a commitment to deliver and maintain high quality infrastructure to support a growing economy and the delivery of new housing and communities.
- 1.3 The proposed A120-A133 Link Road will play a key role in unlocking land to provide up to 9,000 new homes, as well as business and leisure space, as part of the new Tendring/Colchester Borders Garden Community. The proposed Link Road will provide improved access to both the A120 and A12, reducing congestion on the network and throughout Colchester town centre, as well as providing a connection to the new Rapid Transit System which will offer residents a high frequency public transport service on segregated or priority corridors.
- 1.4 The road will support the commitments to climate action in Everyone's Essex by reducing traffic congestion on local roads and throughout Colchester Town Centre, thereby reducing carbon emissions in sensitive locations. It will also facilitate the delivery of a Rapid Transit System which will encourage residents in the new settlement and across Colchester to use public transport, reducing the number of vehicles on the network and further avoiding carbon emissions.

## 2 Recommendations

- 2.1 Authorise the Director, Highways and Transportation to enter into agreements with National Highways Company Limited under which the Council can deliver the A120-A133 Link Road Scheme.
- 2.2 Agree that if the Director, Highways and Transportation is satisfied that the Council is unable to acquire the land required for the scheme by agreement on



reasonable terms, he may, after consulting the Cabinet Member for Economic Renewal, Infrastructure and Planning, and the Director, Legal and Assurance, authorise the making of Compulsory Purchase Orders to acquire the land shown on the plan at Appendix A and to pursue the Orders to confirmation as well as any additional legal processes required as a result of publication of Side Road Orders and any arrangements with National Highways Company Limited.

- 2.3 Authorise the Director, Highways and Transportation to agree minor changes to the boundaries of the land to be acquired after consulting the Cabinet Member for Economic Renewal, Infrastructure and Planning, and the Director, Legal and Assurance.

### **3 Background and Proposal**

- 3.1 Essex County Council (ECC), working in collaboration with Colchester Borough Council (CBC) and Tendring District Council (TDC), was awarded £99.9m following a bid submitted to the Housing Infrastructure Fund (HIF). The bid supports key projects in the Local Borough and Districts' emerging draft Local Plans and the North Essex Garden Communities programme to deliver the Tendring/Colchester Border Garden Community (TBCGC). The bid covered the construction of the Link Road and Rapid Transit System (RTS) (and terminals) as well as one out of two possible "Park and Choose" sites, north and south of the TBCGC.
- 3.2 The two key components of the successful ECC bid are:
- A new link road running east of Colchester between the A120 and the A133 to provide greater connectivity into the proposed new development; and
  - Rapid Transit development funding a route from the proposed Tendring and Colchester Borders Garden Community via University of Essex into Colchester.
- 3.3 The Link Road and RTS address a package of transport and access matters, enabling early implementation of sustainable transport options to stimulate behaviour change and address highways capacity constraints in East Colchester and West Tendring. It will provide capacity and access to enable residential developments to come forward sooner than programmed. This scheme will improve access to the University of Essex and would provide a connection into a proposed new employment park.
- 3.4 Following assessment of route options for the Link Road, a consultation was held in November 2019 over a 6-week period. In May 2020, the Cabinet approved a preferred route from a highway perspective (report ref **FP/648/03/20**).
- 3.5 Planning Permission for the Link Road was granted by the County Council's Development and Regulation Committee in November 2021 (application ref: CC/TEN/31/21).

- 3.6 The Tender for the main construction works was published in March 2022, following Cabinet Approval (FP/185/10/21).
- 3.7 With regard to infrastructure and connectivity, policy SP6 of the TDC/CBC development frameworks states that before any planning approval is granted for development within the Tending Colchester Borders Garden Community, the following strategic transport infrastructure must have secured planning consent and funding approval:
- a) A120–A133 link road; and
  - b) Route 1 of the rapid transit system as defined in the North Essex Rapid Transit System: From Vision to Plan document (July 2019).

## **4 Land Negotiation**

- 4.1 In order to construct the scheme, ECC needs to acquire a significant amount of land. Negotiations for the land are progressing but they may not succeed as owners may not wish to sell or may only want to sell on terms which the Council considers unreasonable. In order to ensure the delivery of the scheme, if agreement cannot be reached with all landowners, then ECC will need to make one or more compulsory purchase orders.
- 4.2 The proposed link road would be a new dual carriageway between the A120 trunk road and A133 to the east of Colchester. As part of the scheme there is to be a new grade-separated ‘dumbbell’ type junction on the A120, with new accesses to existing facilities alongside the current road. The A120 forms part of the Strategic Road Network and some works to deliver this scheme will be carried out on land owned and operated by National Highways. Responsibility for some of the resulting infrastructure will transfer to National Highways post scheme completion. ECC will be the highway authority for the remaining road network delivered by the scheme. Authority is sought to enter into a Section 6 Agreement with National Highways to enable ECC to acquire relevant land, this will be agreed in principle prior to a contractor being appointed to complete the detailed design and construct the scheme.
- 4.3 The design of the scheme has, where reasonable, taken account of accommodation works requested by landowners and accepted input into the design which was granted planning permission. The scheme has sought to minimise the land required as far as possible. However, there are still 10 landowners/holdings directly affected by the scheme.
- 4.4 ECC have commissioned its retained land agent to engage with affected landowners. This engagement has been ongoing with most landowners for over 3 years and in general we now believe we are negotiating a final settlement agreement to avoid requiring compulsory purchase orders. However, in the interest of ensuring the construction programme can remain on schedule and that a fair and reasonable cost for land acquisition can be achieved, ECC are continuing with the preparation of CPO documentation in parallel to negotiations.

## 5 Links to our Strategic Ambitions

5.1 This report links to the following aims in the Essex Vision

- Develop our County sustainably
- Share prosperity with everyone

## 6 Options

### Option 1 (recommended):

6.1 Agree to the authorisations sought to enter into the required agreements with National Highways and utilise CPO powers if required. This will allow the scheme to progress and ensure reasonable terms and costs are applied to secure land.

### Option 2 (not recommended)

6.2 Rely on acquiring the land by agreement only. This would increase risk of delivery of the scheme as landowners are under no obligation to reach agreement on any terms. The scheme would be undeliverable if the land is not secured.

## 7 Issues for consideration

### 7.1 Financial implications

7.1.1 A revised total cost of £90.20m for the A133/A120 Link Road was presented to cabinet in January 2022. This is an increase of £21.13m from the original capital programme value of £69.07m and has been included in the 2022/23 capital programme with the expectation that the full increase will be funded from additional external sources that are yet to be secured. The increase of £21.13m is currently unfunded, pending written agreement with Homes England as to a viable solution.

The table below sets out the latest position.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Previous Capital Programme	2,016	2,747	7,029	32,838	24,439	-	-	69,069
Current Capital Programme	2,016	2,747	2,027	3,973	35,029	34,650	9,758	90,200
Difference	-	-	5,002	28,865	-	10,590	-	21,131

7.1.1 ECC has advised Homes England of the estimated cost escalation of £21.13m and programme elongation to the end of October 2025 (£16.733m forecast spend beyond existing funding deadline), formally requesting that additional funds are released, and that funding can be applied beyond the original time

horizon for spend. Programme elongation is a separate risk to the £21.13m cost escalation, as ECC is currently unable to draw down funding beyond 31 March 2024 under the terms of the Grant Determination Agreement. The scale of this additional funding request and the extension of timeframe will require formal HM Treasury (HMT) approval.

7.1.2 ECC are currently complying with a Project Assurance Review commissioned by HE, which will inform the response to the renegotiation request, the outcome of this is expected in July 2022.

7.1.3 There is a risk that HE / HMT will not be willing to fund the cost escalation in full or are not agreeable to the full programme extension. If the additional funding request is not successful options will be considered to set out how the scheme can progress with reduced scope. This could be avoided if additional un-ringfenced/non-specified external funding is received (S106, for example) by the organisation and its application prioritised for this purpose. There would remain a requirement to assemble land.

7.1.4 ECC will be liable for payments in relation to the land to be acquired on a temporary or permanent basis and other statutory compensation payments. These costs have been included within the reprofiled cost proposal submitted to Homes England. It is anticipated that a formal response will be received from HE and the funding position known prior to CPO powers being utilised.

7.1.5 The additional funding request of £21.13m and funding extension to October 2025 assumes that a Public Inquiry (PI) is not required for this project. ECC is currently negotiating with several landowners and if a PI materialised the programme would be extended by an estimated period of 12 months with costs increasing significantly owing to materials increases and inflation. The slippage in the programme would reprofile expenditure further beyond the current HE funding deadline, resulting in an increased risk of additional grant shortfalls unless an extension were granted. ECC would again need to seek a programme extension or consider alternative approaches to funding unless there was a significant reduction in scope.

7.1.6 Potential inflationary risks beyond the £21.13m have been identified and should these materialise the funding gap may widen, subject to concluding and agreeing in writing the risk mitigation strategy to cover this with third parties (Homes England). Specifically, land acquisition is ongoing and therefore further costs may be incurred in finalising negotiations.

7.1.7 Should land be acquired late there is a risk that this will delay the overall construction programme and may result in additional mitigation works, this could lead to increased costs that are not currently quantifiable. Any delay may also place further pressure on the HE funding deadline.

## **7.2 Legal implications**

7.2.1 Compulsory purchase involves the state removing private rights. Under article 1 to the first protocol of the European Convention on Human Rights any such

interference with private rights must be proportionate and in the public interest. Compulsory purchase is likely to be justified where land is firmly required for a scheme to which the Council is committed and checks will be made before an order is made.

- 7.2.2 The Council is committed to deliver this scheme under an agreement with Homes England under which it is providing a fixed amount of funding. The funding is also linked to the delivery of the Colchester rapid transit scheme. Under this agreement the Council is committed to achieve a number of milestones. If the Council fails to achieve the milestones then Homes England may decline further funding. Since funding is paid in arrears, this represents a significant risk and it is important to ensure that we only incur expenditure if we are satisfied that it will be reimbursed under the terms of the funding agreement or we have identified another source of funding.

## **8 Equality and Diversity Considerations**

- 8.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 8.3 The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic. The decision required will commit ECC to undertaking a tender process, this does not have a disproportionately adverse impact on any people with a particular characteristic. Please see the Equality Impact Assessment for further information,

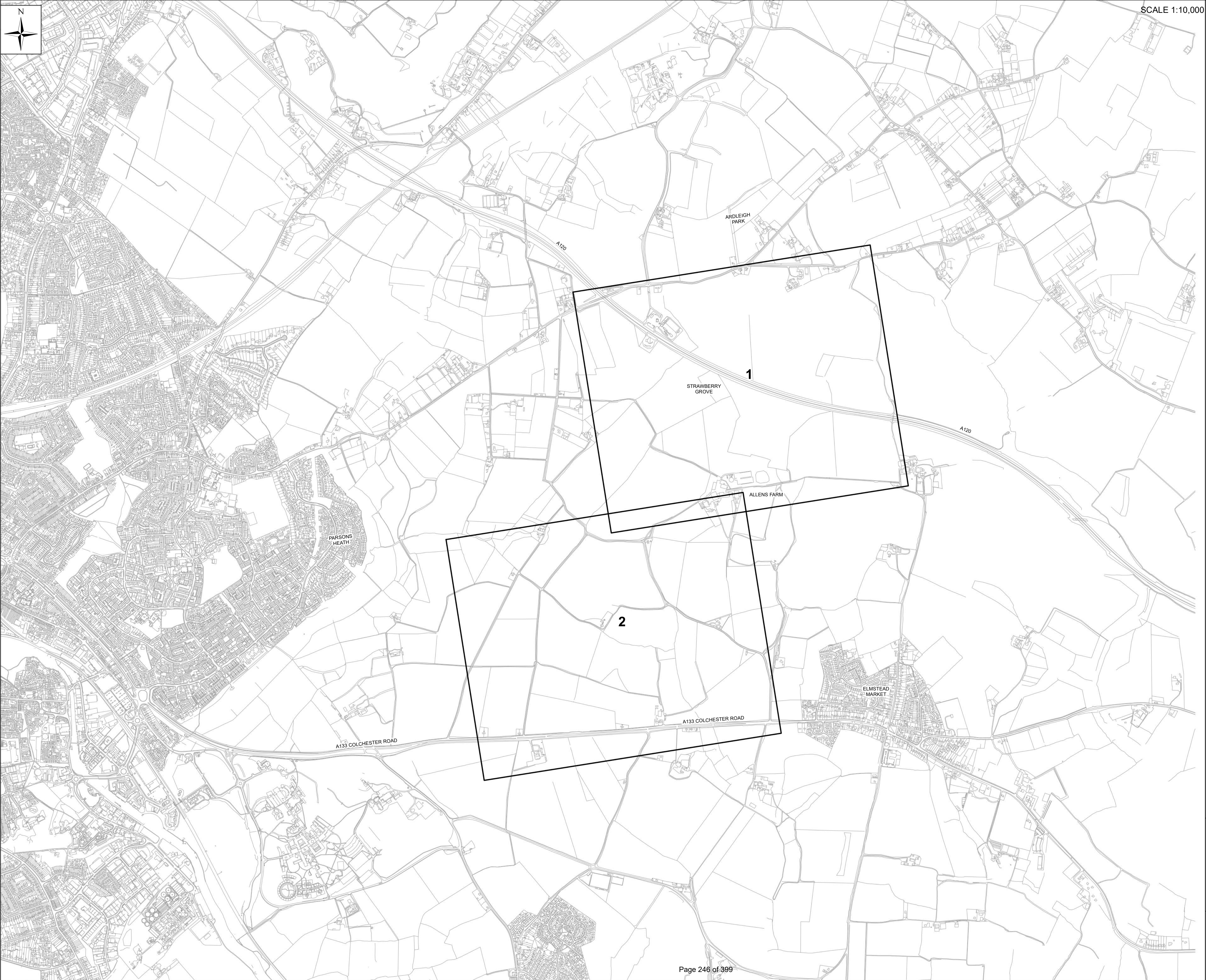
## **9 List of Appendices**

Equality Impact Assessment EQIA  
Land Interest Plan

## **10 List of Background papers**

A120-A133 Link Road Consultation Document 2019  
Decision Notice on planning application Ref CC/TEN/31/21

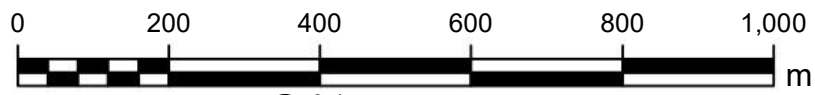




SCALE 1:10,000

**KEY:**

 Sheet layout



SCALE 1:10,000 @ A1

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright and database rights 2022 OS 100030649. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Highway England.

THE COMMON SEAL OF  
ESSEX COUNTY COUNCIL  
was hereunto affixed  
in the presence of

.....  
Attesting Officer

Dated this      day of      2022

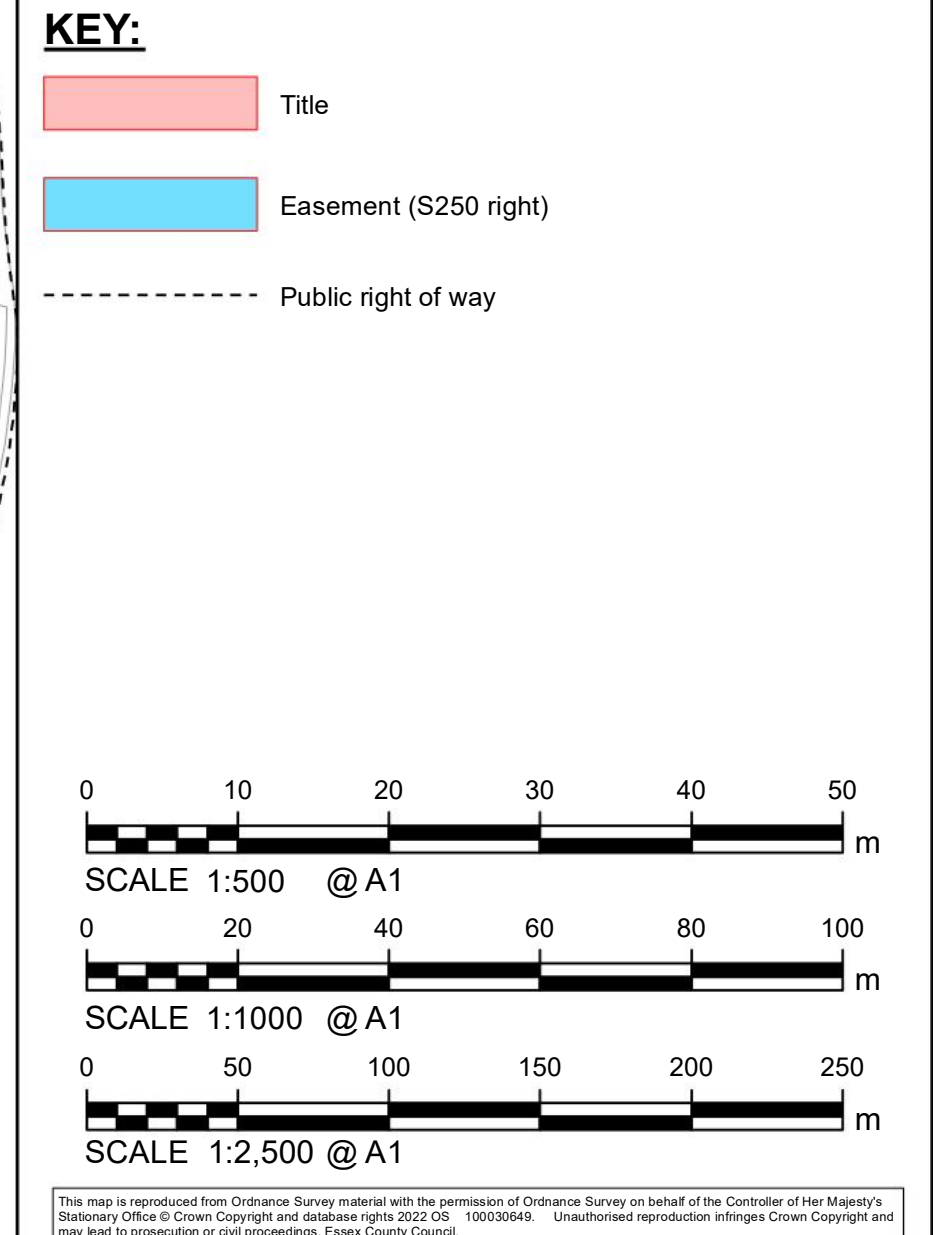
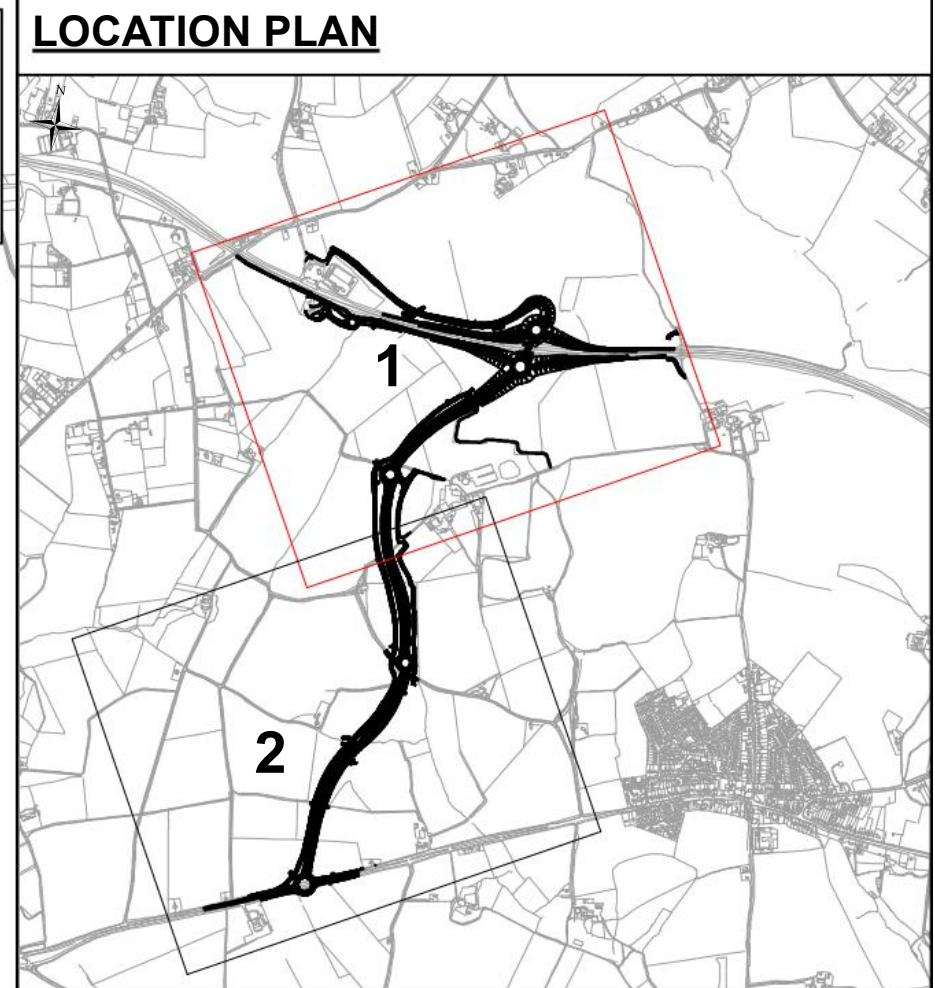
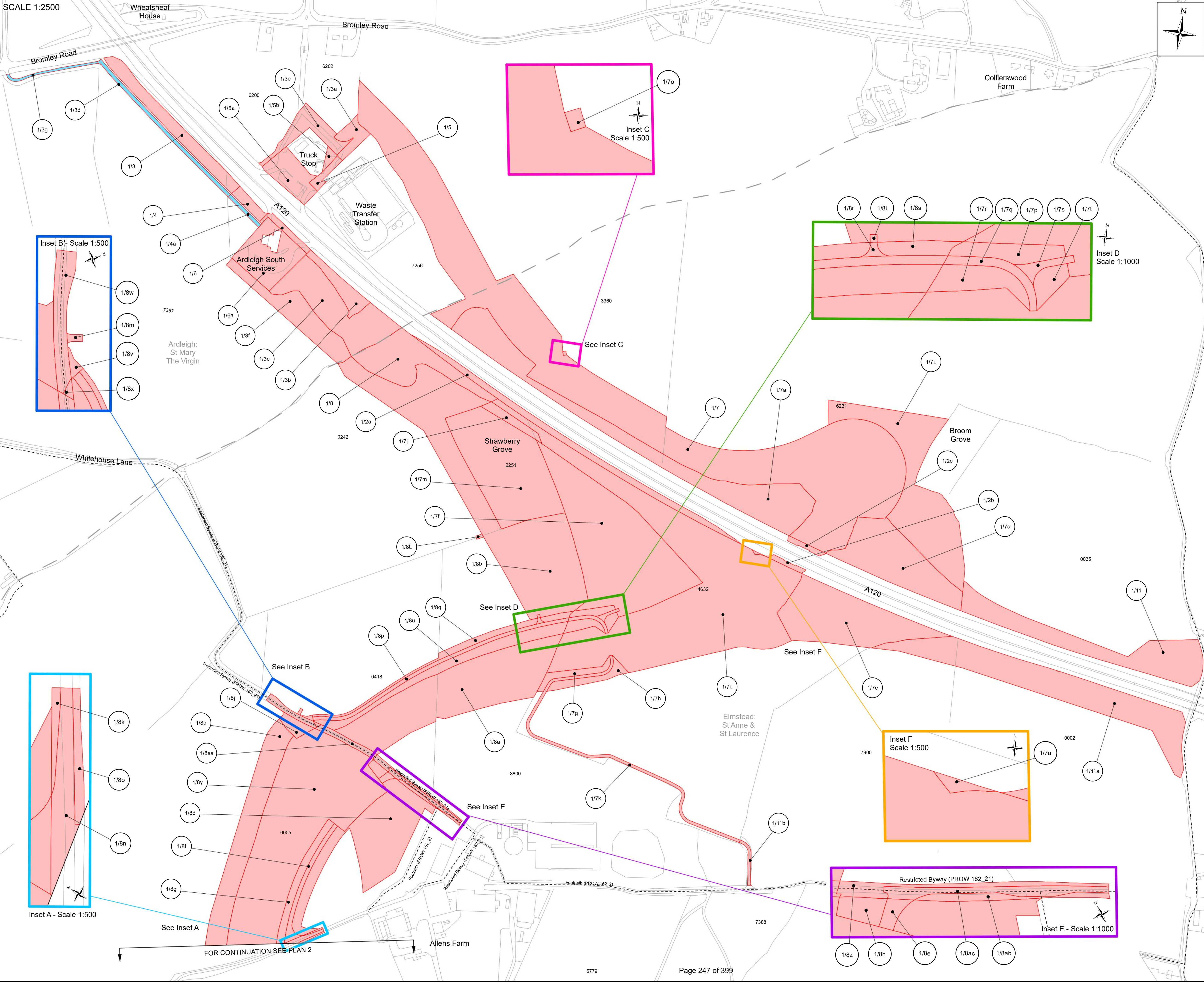


MAP REFERRED TO IN THE  
THE ESSEX COUNTY COUNCIL  
(A120-A133 LINK ROAD)  
(COMPULSORY PURCHASE) ORDER 2022

COMPULSORY PURCHASE  
ORDER KEY PLAN



SCALE 1:2500



THE COMMON SEAL OF  
ESSEX COUNTY COUNCIL  
was hereunto affixed  
in the presence of

.....

Attesting Officer

Dated this      day of      2022

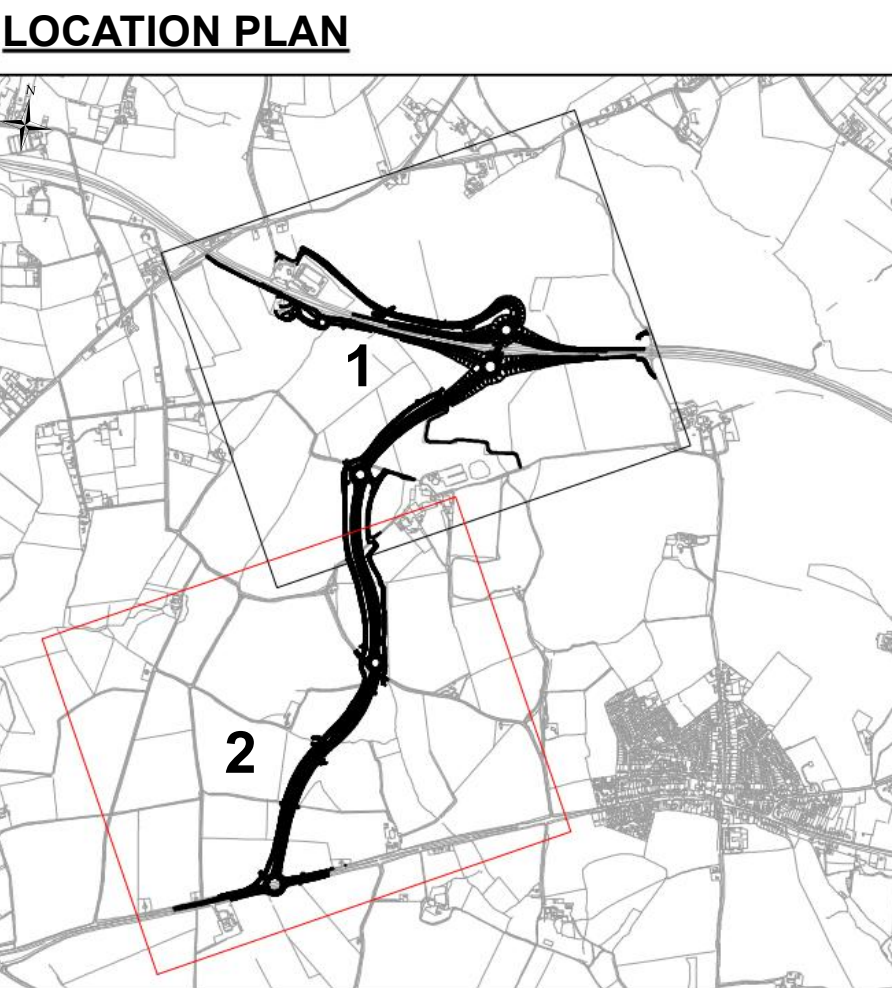
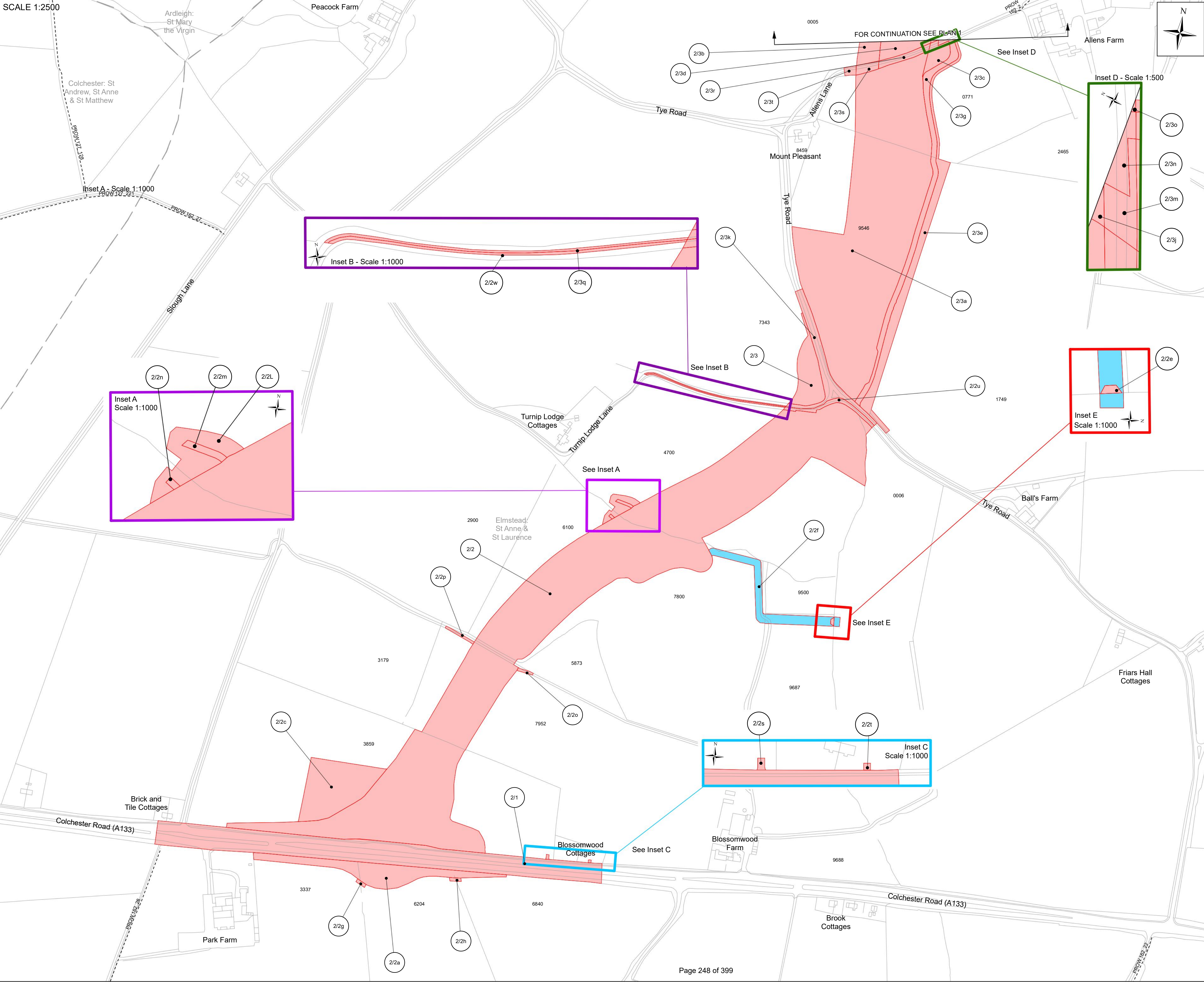


MAP REFERRED TO IN THE  
THE ESSEX COUNTY COUNCIL  
(A120-A133 LINK ROAD)  
(COMPULSORY PURCHASE) ORDER 2022

COMPULSORY PURCHASE  
ORDER MAP  
SHEET 1 OF 2



SCALE 1:2500



**KEY:**

- Title
- Easement (S250 right)
- Public right of way

0 10 20 30 40 50 m  
SCALE 1:500 @ A1

0 20 40 60 80 100 m  
SCALE 1:1000 @ A1

0 50 100 150 200 250 m  
SCALE 1:2,500 @ A1


This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office. Crown Copyright and database rights 2022 OS 100030646. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Essex County Council.

THE COMMON SEAL OF  
ESSEX COUNTY COUNCIL  
was hereunto affixed  
in the presence of

.....

Attesting Officer

Dated this      day of      2022

  
Essex County Council

MAP REFERRED TO IN THE  
THE ESSEX COUNTY COUNCIL  
(A120-A133 LINK ROAD)  
(COMPULSORY PURCHASE) ORDER 2022

COMPULSORY PURCHASE  
ORDER MAP  
SHEET 2 OF 2



<b>Report title: 2021/22 Provisional Outturn Report</b>	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Christopher Whitbread, Cabinet Member for Finance, Resources and Corporate Affairs	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Nicole Wood, Executive Director for Corporate Services and Section 151 Officer email <a href="mailto:nicole.wood@essex.gov.uk">nicole.wood@essex.gov.uk</a> or Adrian Osborne, Head of Strategic Finance and Insight email <a href="mailto:adrian.osborne2@essex.gov.uk">adrian.osborne2@essex.gov.uk</a> or Christine Golding, Chief Accountant email <a href="mailto:christine.golding@essex.gov.uk">christine.golding@essex.gov.uk</a>	
<b>County Divisions affected:</b> All Essex	

## 1. Everyone's Essex

- 1.1 The purpose of this report is to present and provide commentary on the provisional outturn position for financial year 2021/22 prior to formal closure of the accounts. The report also explains the key movements since the third quarter financial overview report (presented to Cabinet on 18 January 2022) to the year-end position. The report will highlight that while there is a small revenue under spend of 1.7%, the short to medium term outlook remains incredibly challenging, with rising inflation and cost of living, alongside ongoing demand pressures across social care and market volatility.
- 1.2 This year has seen the continued impact of the pandemic, with over £100m of grants received from government to support this. The ongoing volatility of the pandemic has impacted across the organisation, with large areas of spend where demand has increased, although not to the extent anticipated when budgets were set in Winter 2020, although there have also been areas where demand has exceeded that originally anticipated. This has enabled recommendations to be made to provide support to the challenges we now face.
- 1.3 The current economic outlook is unprecedented in modern times. With inflation expected to increase to 10% and above there will be significant budget challenges for the council. A 10% inflation pressure is double the council tax rise for 2022/23 and although we have an under spend for the last financial year, this added to the council tax increase for future years will not be sufficient to cover increasing costs. We will continue to plan moving forwards to ensure we spend within our means. It should be noted that this outturn report relates to the previous year's budget (2021/22), and that the council tax increase announced in February is for future years (2022/23 onwards).
- 1.4 Despite these challenges the focus remains on prioritising resources to achieve the strategic aims outlined in Everyone's Essex. Resources continue to be prioritised from the Everyone's Essex reserve, notably to deliver renewal of our priority places and investment in economic growth projects (£2.9m), to support delivery of a suite of interventions for skills and employability (£3.8m) and funding for cultural organisations in Essex (£1m).

## 2. Recommendations

Approval is sought for the following in relation to the 2021/22 outturn position:

- 2.1 To create a new General Risk Reserve to support against inflationary risk for future years.
- 2.2 That the net under spend **£15.622m** is appropriated into earmarked revenue reserves as follows:
  - **£10.022m** to a new General Risk Reserve to support mitigation of the cost pressures we face.
  - **£2.6m** to the Everyone's Essex Reserve to support delivery of Everyone's Essex priorities.
  - **£2m** to the Commercial Investment in Essex Places Reserve given increased activity in this area with the Essex Renewal Fund.
  - **£1m** to the Technology and Digitisation Reserve for the heightened cyber risks currently faced as a result of the Ukraine war.
- 2.3 That under spends are allocated between portfolios as set out within the 'Transfers of under / over spends between Portfolios' column of Appendix A.
- 2.4 That the following amounts are appropriated to / from restricted and other revenue reserves:

### **Restricted Funds**

#### **– Private Finance Initiative (PFI) Reserves**

- Building Schools for the Future - **£128,000** contribution (Appendix D 8iii)
- Clacton Secondary Schools - **£343,000** contribution (Appendix D8iii)
- Debden School - **£1.307m** contribution (Appendix D 8iii)
- A130 Road - **£988,000** contribution (Appendix D 10iii)

#### **– Waste Reserve – £4.513m net contribution comprising:**

- Contribution of £4.894m, to replenish the Reserve as a consequence of previously using it to meet Covid related pressure in 2021/22 and a contribution to return balances not needed as tonnages were lower than anticipated (Appendix D 12iii)
- Withdrawal of £381,000 to fund waste related projects (Appendix D 12iii)

#### **– Schools - £5.611m net contribution to the Schools' reserve, following under spends against schools' budgets in 2021/22 (Appendix D 7i)**

#### **– Partnership Reserves**

- Youth Offending Service Partnership Reserve - **£547,000** contribution (Appendix D 3iii)
- Public Sector Reform Partnership Reserve - **£42,000** contribution (Appendix D 3iii)
- Essex Safeguarding Children's Board Partnership Reserve - **£25,000** withdrawal (Appendix D 3iii)
- Public Law Partnership Reserve - **£25,000** contribution (Appendix D 13iii)
- Adults Safeguarding Board Partnership Reserve - **£23,000** contribution (Appendix D 1vi)

## Capital funding

- **Capital funding - £141,000** net withdrawal to transfer capital financing resources to revenue in respect of:
  - Essex Housing - **£1.708m** withdrawal for a technical adjustment relating to expenditure on the Essex County Hospital project, which cannot be capitalised following transfer of part of the site to the Essex Housing LLP (Appendix D 6iii)
  - To support Highways fleet purchase in 2022/23 - **£817,000** contribution (Appendix D 10iii)
  - Capital expenditure relating to improvements to Library and Registrations rooms - **£500,000** contribution (Appendix D 4iii)
  - Capital works relating to Adults Residential Homes - **£250,000** contribution (Appendix D 1vi)

## Other reserves

- **Carry Forwards - £14.209m** contribution, in respect of revenue budget under spends that it is proposed are carried forward for use in 2022/23. The proposals for utilising this Reserve in 2022/23 are set out in **Appendix C** of this report
- **Adults Digital Programme - £247,000** contribution to continue with projects within the programme, the funding will be withdrawn for use in 2022/23. (Appendix D 1vi)
- **Adult Risk - £4.132m** net contribution comprising:
  - £4.170m contribution to allow for the potential risk professional deputyship fees are an allowable disability related expense (Appendix D 1vi)
  - £38,000 withdrawal to fund works in relation to Market Shaping expenditure (Appendix D 1vi)
- **Adults Transformation - £4.718m** contribution to support the Adult Social Care budget for various programmes, with £973,000 to be withdrawn in 2022/23 (Appendix D 1vi)
- **Ambition Fund - £3.772m** net contribution comprising:
  - £3.898m of contributions, due in the main to unspent project funding, of which £2.397m is required for use in the next financial year and therefore will be withdrawn in 2022/23 (Appendix D 1vi, 4iii, 5iii, 6iii, 8iii, 10iii, 11iii, 13iii)
  - £126,000 withdrawal to fund expenditure for Environment and Climate Action works. (Appendix 6iii, 11iii)
- **Bequests - £27,000** contribution for funds bequeathed to the Essex Records Office during the year (Appendix D 5iii)
- **Bursary for Trainee Carers Reserve - £59,000** withdrawal relating to the Nightingale Health and Care Bursary Programme (Appendix D 8iii)
- **Capital Receipts Pump Priming Reserve - £170,000** withdrawal relating to legal costs incurred from the sale of ECC properties (Appendix D 14iii)
- **Children's Transformation Reserve - £467,000** net contribution comprising:
  - £500,000 contribution to replenish the reserve to support transformation capacity to deliver the Children's Transformation Programme and therefore will be withdrawn in 2022/23 (Appendix D 3iii)

- £33,000 withdrawal to fund the Tendring Multidisciplinary Team (Appendix D 3iii)
- **Collection Fund Investment Risk Reserve - £573,000** contribution to support potential funding pressures in future years (Appendix D 9iii)
- **Commercial Investment in Essex Places - £2m** contribution given increased activity in this area with the Essex Renewal Fund (Section 2.2)
- **Community Initiatives Reserve - £282,000** withdrawal to support expenditure incurred on community projects during 2021/22 (Appendix D 4iii)
- **COVID Equalisation Reserve - £8.107m** net withdrawals comprising:
  - £3.681m contribution to return Covid funding where actual expenditure or income losses were lower than previously forecast, or expenditure that has now been covered by other specific grants. (Appendix D 1vi, 8iii, 13iii, 15iii & 16iii)
  - £11.788m withdrawals to help cover Community Resilience, equipment demand and staffing pressures in Adult Social Care and Health, and Children Service and Early Years, and to replenish the Waste Reserve by **£2.906m** for tonnage pressures as a result of behaviour changes linked to Covid originally funded through the Waste Reserve (Appendix D 1vi, 3iii, 8iii & 15iii)
- **Emergency Reserve - £1m** contribution to cover potential increases in fuel across the transport service (Appendix D 10iii)
- **Essex Climate Change Commission - £53,000** contribution relating to Climate Change for use in 2022/23. (Appendix D 4iii & 11iii)
- **Everyone's Essex Reserve - £323,000** withdrawal to fund expenditure in relation to Arts and Heritage, and Climate Action. This is in addition to the contribution to this reserve proposed in recommendation 2.2 above (Appendix D 5iii, 11iii & Section 2.2)
- **General Risk Reserve - £3.836m** contribution to partially mitigate the inflationary risk faced in 2022/23 and beyond. This is in addition to the contribution proposed in paragraph 2.2 above, and will bring the total contribution to £13.858m (Appendix D 8iii, 10iii, 15iii & 17ii & Section 2.2)
- **Health and Safety Reserve - £55,000** net contribution comprising:
  - £541,000 contribution relating to unspent funds for King Edmund's school demolition costs. (Appendix D 8iii)
  - £486,000 withdrawal to cover demolition costs for Edith Borthwick and Country Park expenditure. (Appendix D 5iii & 8iii)
- **Quadrennial elections Reserve - £176,000** withdrawal for costs incurred for the May 2021 elections (Appendix D 4iii)
- **Recovery Reserve - £273,000** contribution due to unspent funds being returned to reserves for use in 2022/23 (Appendix D 6iii)
- **Technology and Digitalisation Reserve - £2.034m** contribution related to unspent funding allocated for the Corporate System Project and for Technology Service Projects and Print Savings. This is in addition to the contribution of **£1m** that is proposed in paragraph 2.2 above for the heightened cyber risks and will bring the total contribution to this reserve to £3.034m (Appendix D 15iii & Section 2.2)
- **Transformation Reserve - £823,000** net withdrawal comprising:
  - £58,000 contribution due to unspent project funding which is now required for use in 2022/23 and therefore will be withdrawn in 2022/23 (Appendix D 4iii)



- £881,000 withdrawal mainly for work on the Ways of Working and Workforce strategy projects (Appendix D 6iii, 10iii, 11iii & 15iii)

- 2.5 That the financing of capital payments in 2021/22 is approved on the basis set out within **Appendix G** to this report.
- 2.6 Capital payment approvals, and associated capital financing, of **£17.341m** are re-profiled into subsequent financial years, in respect of slippage in schemes (as shown in the 'Slippage' column of Appendix H).
- 2.7 Capital payment approvals, and associated capital financing, of **£4.676m** are brought forward in respect of schemes that have progressed ahead of schedule (as shown in the 'Advanced works' column of Appendix H).
- 2.8 That 2021/22 capital payment approvals are reduced by a total of **£23.259m** (as shown in the 'Reductions' column of Appendix H), with increases of **£21.381m** to other schemes (as shown in the 'Additions' column of Appendix H), to reflect achieved activity in 2021/22.

Approval is also sought for the following in relation to the 2022/23 budget:

- 2.9 To agree to delegate authority to the Executive Director for Corporate Services (S151 officer), in consultation with the Cabinet Member for Finance, Resources and Corporate Affairs, to apply the total of **£24.744m** from the Carry Forwards Reserve in 2022/23 for the purposes detailed in Appendix C of this report for amounts that have been requested at year end, plus amounts previously approved by Cabinet to be carried into the Reserve during 2021/22. The Section 151 Officer will advise the Cabinet Member for Finance, Resources and Corporate Affairs if, after consultation with the relevant Executive Director, the amount of any carry forward should be reduced

### 3. Executive Summary

#### 3.1 Introduction

- 3.1.1 This has been an exceptional and peculiar year, given we have continued to be in receipt of over £100m of one-off covid-related grants from government underwriting our risk, although the majority of these measures from government have now ceased. The ongoing effect of the pandemic has made forecasting uncertain and volatile throughout the year, resulting in a better year end position than expected. This has impacted across the organisation, with large areas of spend where demand, although increased, was not as high as anticipated when the budget was set in Winter 2020, including across Adult Social Care, Children Services, Transport and Waste.
- 3.1.2 We face an extremely challenging period now and in the medium term, with inflation at a 40-year high, and forecast to rise even further. Robust financial management over the last year, despite the exceptional circumstances the Council has faced, has enabled recommendations in this report that will offer some financial risk mitigation in the short term to the impact of escalating costs, alongside some opportunities for one-off investment in our key priorities.
- 3.1.3 The report sets out an under spend of **£15.622m** (1.7%) against a budget of £894.907m. This position is after adjusting for proposals to carry forward

under spends for use in 2022/23 and reserve movements. £2.039m of the under spend is driven by reduced capital financing costs, as borrowing has been at a lower level than anticipated, and a £1.883m favourable position on Funding, where government grants have been greater than expected predominantly following receipt of the Tax Income Loss Guarantee grant. **This leaves £11.7m due to under spends on services, driven by:**

- Adult Social Care and Health, where demand for Nursing has not been as high as expected, as the Continuing Care pipeline did not materialise as budgeted, Domiciliary where assumed growth in the market has not happened as providers struggle with recruitment and retention issues, and Cash Payments, where there has been an increase in packages transferring to an ECC managed service, alongside greater levels of surplus funds returned from service users than expected. Alongside, the backlog in assessments has remained static across the financial year, with the service using a vulnerability matrix to ensure that those at highest risk are prioritised.
- Children's Services and Early Years, where pent up demand from the pandemic has not materialised to the extent predicted, with lower numbers of children being placed (due to delays in care, court proceedings and reduced contact), and fewer internal fostering carers than planned (resulting in increased use of external foster carers) as a result of Covid.
- Pupil numbers and contract price growth have slowed in Home to School Transport compared to previous years. Budgets were set assuming the historic level of growth would continue, and whilst cost escalation has been seen for re-tendered routes, it was not as high as the expected rates.

Proposals for how the £15.622m under spend is utilised (predominantly to support the risks faced from the current economic outlook) are set out in section 2.2.

- 3.1.4 The underlying volatility in expenditure and uncertainty in forecasting that has prevailed throughout 2021/22 due to the ongoing pandemic impact has been reported to Cabinet every quarter and, not unexpectedly, we have seen movements across most services in the provisional closure figures. We have seen an improvement of £9.774m on the position reported at the Third Quarter stage, which was a forecast under spend of £5.848m. The reasons for this movement are set out in **Appendix D**.
- 3.1.5 The Council has experienced additional expenditure and lost income in relation to the pandemic of £124m for 2021/22, an increase against the original budget of circa 12%. These pressures are less than the total Covid funding available for 2021/22 of circa £160m, however pressures as a result of the pandemic prevail, so this is not an uncommitted surplus. Based on our latest intelligence over half the remaining funding is already committed for use against continuing pressures and losses extending into 2022/23.
- 3.1.6 There is an under spend on capital of £14.543m against the final approved budget of £235.762m. This is 94% delivery against the final approved budget, or 76% against original budget. This is broadly in line with our delivery record in 2020/21, where we achieved 92% against the final approved budget.
- 3.1.7 BDO LLP, the Council's external auditor, has yet to formally conclude the audit of the Council's Accounts for 2020/21 or advise on the arrangements for the audit of the 2021/22 Accounts. It is however anticipated that the 2021/22 Audit Plan will be presented to the Audit, Governance and Standards Committee in September 2022 and that the statutory deadline for completion of the 2021/22 audit will be 30 November 2022. It is possible that changes will be required to the Accounts for either or both years, to address matters raised by the Auditor, which may alter the

position presented within this report. The results of the external audits for 2020/21 and 2021/22 will be reported to the Audit, Governance and Standards Committee upon conclusion of the audits, at which stage the Committee is expected to approve the Accounts. The Statement of Accounts will then be published on the Council's website.

## 3.2 Overview - Revenue

3.2.1 Through careful financial planning and management, Essex County Council has delivered a moderate under spend of £15.622m (1.7%), of which £1.2m is due to a one-off year end adjustment relating to the actuarial valuation of the insurance provision. This position has been delivered through another year of exceptional impact on the financial management of the organisation as a result of the pandemic; with additional costs of circa £124m, funded through multiple and complex grant streams - this has again created a substantial impact on a £894m budget. As set out through the quarterly reports this year, some assumptions around demand growth in 2021/22 have not materialised at the level originally estimated, whilst others have exceeded expectations. Given the uncertainty at the time when the budget was set in February 2021, the overall outcome is deemed as a positive position, although the risk now highlighted is that a level of pent up demand will filter through during 2022/23, further exacerbating the impact of escalating inflation.

3.2.2 The net under spend of £15.622m reflects:

- i. A net under spend by services of **£11.700m**. With three major areas driving the under spend **£5.350m** relates to Adult Social Care and Health, **£2.573m** for Highways Maintenance and Sustainable Transport, and **£1.407m** relating to Community, Equality, Partnerships and Performance
- ii. A **£2.039m** under spend position for interest, capital financing and dividends.
- iii. An over achievement on funding of **£1.883m**
- iv. Proposals to transfer **£54.439m** (net) to earmarked revenue reserves. Excluding transfers to Restricted Funds (£13.502m) which are funds not under the Council's control, and carry forward requests (£14.209m), a significant proportion of the residual balance relates to the creation of risk reserves to provide support to the 2022/23 budget given the estimated pressures we face from rising inflation.

3.2.3 The focus now needs to move to the extremely challenging period ahead - with government now ceasing to underwrite the majority of risk through specific grants, inflation at unprecedented levels, growing interest rates and the Bank of England expecting GDP growth to slow sharply. It is highly probable that there will continue to be volatility in the financial position across revenue and capital throughout 2022/23 and in to 2023/24. Inflation risk alone of £35m above that budgeted is estimated for 2022/23. Therefore, the position will be closely monitored throughout the year ahead.

3.2.4 During 2021/22, the Council has made good progress towards delivering its strategic aims and priorities. More detail can be found in the Organisation Plan 2021/22: [ECC Organisation-Plan 2021 22.pdf](#)

3.2.5 Commentary on the provisional outturn position for each portfolio is provided in **Appendix D** of the report.

### 3.3 Trading activities

- 3.3.1 The Council's activities that operate on a trading account basis have increased their revenue reserves during 2021/22 by **£172,000** against a financial target set for the year of breakeven (after budgeted appropriations to ECC).
- 3.3.2 Commentary on the provisional outturn position for each Trading Activity is provided in **Appendix F** of the report.

### 3.4 Capital

- 3.4.1 Capital delivery of **94%** against latest budget has been achieved in 2021/22.
- 3.4.2 The original budget for the capital programme was **£290.341m**. During the year this has been revised to allow for revisions to project delivery plans. The final approved total capital programme budget amounted to **£235.762m**. Actual capital expenditure amounted to **£221.219m**, resulting in an under spend of **£14.543m**. There is a need for caution as there are risks ahead with inflation and supplies in the market. This may make for a more volatile 2022/23 in regard to the delivery of the programme.
- 3.4.3 During 2021/22, circa 400 schemes were undertaken. Our residents have benefited from and will continue to benefit from a wide range of new investment including:
- Essex Highways had another busy year delivering essential work on improving our roads and footways, vital to maintaining a safe network (£47.834m). Each improvement and maintenance scheme helps keep our residents safe, contributes to longer-term economic growth, and helps deliver our vision for safer, greener and healthier travel.
  - Significant packages of transport improvement work continue to progress such as delivery of a new junction at M11 J7A (£26.529m) and Beaulieu Park Station (£4.492m) commencing to the detailed design stage.
  - Active Travel Fund 2 saw commencement of the 5 projects in Essex to deliver local cycling and walking infrastructure plans to relocate road-space by creating high quality routes which can accommodate an increase in cycling and start to create cycle networks.

- 16 Essex capital build projects. We were successful in securing £28.082m for 16 Essex capital build projects through the Getting Building Fund. The fund was designed to allow “shovel ready projects” to start on site as soon as possible and regenerate the economy. In 2020/21 £5.415m was spent on these projects and a further £13.512m spent in 2021/22, with 10 of the projects completing. The remaining £9.155m has been approved for spend in 2022/23 on the six remaining projects.
- Circa 1,725 new school places delivered across Essex, including the county’s first new school buildings designed to be net-zero in operation.
- The flood management programme designed and delivered 7 schemes benefitting 126 properties as well as completing feasibility studies that will form our pipeline of schemes for design and delivery in 2022/23.
- Several carbon reduction initiatives were delivered, such as the Green Homes grant Local Authority delivery phase 1a and solar panel installation at the Essex Records Office, all part of ECC’s ambition in achieving net zero carbon emissions by 2030.
- LED Phase 4 Street Lighting delivered 25,000 new LED street light lanterns totalling £8.271m, thereby saving Essex residents and businesses money by reducing energy usage, as well as contributing to an environmental carbon saving.

#### 3.4.4 Approval is sought to:

- Re-profile capital payment budgets of **£17.341m**, from 2021/22 into future years as a consequence of slippage in schemes;
- Bring capital payment budgets of **£4.676m** forward in respect of schemes that have progressed ahead of schedule; and
- Realign scheme and payment approvals to reflect actual activity in 2021/22– this results in payment approvals for some schemes being reduced by **£23.259m**, with increases of **£21.381m** to several other schemes.

3.4.5 Appendix G provides a comparison of approved and forecast outturn capital payments by portfolio and Appendix H summarises the proposed variance plan. Commentary on the provisional outturn position for each portfolio is provided in Appendix I.

### 3.5 Commercial property

3.5.1 The commercial property investment portfolio is online with budget (£1.306m). While rental income was marginally lower than budget by £40,000, this was offset by lower than budgeted operating costs for the portfolio. The budgeted £326,000 appropriation to the Property Investment Fund reserve has been made this year to help meet any unexpected void or Covid impact costs in the future. The portfolio is in a good position currently, fully occupied with one lease to be finalised imminently to return the tenant to paying rent. The valuations have risen £2.4m in the last year.

### 3.6 Reserves and balances

3.6.1 The final approved budget for 2021/22 included provision for appropriations to or from various revenue reserves and restricted funds. Proposals are presented throughout this report which further impact on the Council's reserves and balances. Approval is sought for **£54.439m** (net) to be transferred to earmarked reserves mainly relating to setting aside resources to help manage the growing pressure from the current high levels of inflation, together with utilising under spends from 2021/22 to support delivery of activities in 2022/23.

- **£11m** relates to restricted funds, particularly specific grants, which are funds held for medium to long term contractual commitments or on behalf of others and not available for alternative use by the Council
- **£14m** relates to carry forward of under spends into 2022/23 for specific purposes as set out in **Appendix C**
- Approximately **£19m** relates to sums set aside to support and mitigate both general economic risks and service specific risk
- Approximately **£9m** relates to funds set aside and reprofiling of budget to support future years budgets and transformational activities
- Approximately **£8m** is for investment in Everyone's Essex and the Council's strategic priorities
- Approximately **£5m** relates to Covid related costs where either additional funding is required to offset pressures, or funding is returned to the reserve as pressures are lower than originally estimated, or where commitments are now anticipated in 2022/23
- Approximately **£2m** for technical adjustments in respect of Essex Housing LLP

A schedule setting out each of the Council's reserves with a summary of its purpose is provided in **Appendix J**

3.6.2 **Appendix K** shows the position on the restricted funds and revenue reserves, assuming the proposals contained within this report are accepted. These reserves represent funds set aside for specific policy purposes and contingencies and are necessary to ensure the Council's continued financial resilience to future financial challenges and known pressures. As referenced above the Council is expecting to experience significant increases in costs given the current uncertain economic outlook and high inflation, and recommendations in this report will provide some mitigation towards the potential impact, although it is very difficult to forecast.

3.6.3 **Appendix L** summarises the position on the General Balance at 31st March 2022. The closing balance is sufficient to fund **23** days of operating expenditure.

### 3.7 Prudential indicators and treasury management

3.7.1 Summaries of the Prudential Indicators and investment and borrowing levels are provided in **Appendix M** and **Appendix N** respectively.

## 4 Policy context

4.1 This report provides an assessment of the financial position of the Council at the end of the 2021/22 financial year, and as such, provides a financial representation of the corporate plan. The Organisation Plan and Budget for 2021/22 were approved in parallel in February 2022.



## **5 Financial Implications**

- 5.1 All actions proposed within this report are within the available funding. There are appropriate actions to deal with variances arising.

## **6 Legal Implications**

- 6.1 The Council is responsible for setting the budget each year. Once agreed the executive then have to work within the policy framework and keep within the budget, although they are permitted to make changes to the budget as set out in Financial Regulations.

## **7 Equality and Diversity implications**

- 7.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.
- 7.3 The equality implications are assessed as part of budget setting process and as part of individual schemes.
- 7.4 There are no equality and diversity, or other resource implications associated with this report.

## **8 List of Appendices**

Appendix A – Revenue Variance Plan  
Appendix B – Revenue Outturn Summary  
Appendix C – Overview of revenue carry forward requests  
Appendix D – Revenue Position – Detailed commentary  
Appendix E – Trading Activities  
Appendix F – Trading Activities – Detailed commentary  
Appendix G – Capital Payments and Financing Summary  
Appendix H – Capital Variance Plan  
Appendix I – Capital Position – Detailed commentary  
Appendix J – ECC Reserves and their Purpose  
Appendix K – Restricted use and other revenue reserves  
Appendix L – General Balance  
Appendix M – Prudential Indicators  
Appendix N – Treasury Management Summary

## **9 List of Background Papers**

Budgetary control reports

## Appendix A – Revenue Variance Plan

VARIANCE PLAN						
	Provisional	Proposed mitigating actions				
	Outturn	Transfers of under /	Under spends to be	Appropriations	Underlying under /	Total of
	Variance (Under) / Over spend	over spends between portfolios	carried forward into 2022/23	to/(from) other reserves	(over) spends	mitigating actions
	£000	£000	£000	£000	£000	£000
Adult Social Care and Health	(9,895)	(11)	-	4,556	5,350	9,895
Children's Services and Early Years						
Dedicated Schools Budget	-	-	-	-	-	-
Non Dedicated Schools Budget	(3,042)	47	2,895	(605)	705	3,042
Community, Equality, Partnerships and Performance	(4,223)	1,034	1,356	426	1,407	4,223
Devolution, the Arts, Heritage and Culture	(822)	(123)	1,073	(128)	-	822
Economic Renewal, Infrastructure and Planning	159	579	580	(1,475)	157	(159)
Education Excellence, Lifelong Learning and Employability						
Dedicated Schools Budget	(5,611)	-	-	5,611	-	5,611
Non Dedicated Schools Budget	(3,238)	(1,898)	1,198	3,895	43	3,238
Finance, Resources and Corporate Affairs	(1,689)	(2)	1,147	573	(29)	1,689
Highways Maintenance and Sustainable Transport	(11,119)	664	2,373	5,509	2,573	11,119
Leader	(371)	147	128	96	-	371
Waste Reduction and Recycling	(1,277)	(330)	-	1,607	-	1,277
Recharged Support Services						
Community, Equality, Partnerships and Performance						
Assurance	(102)	-	-	-	102	102
Democratic Services and Governance	(67)	-	-	-	67	67
Equality and Diversity	(374)	(321)	270	425	-	374
Legal Services	(158)	-	128	25	5	158
Performance, Business Planning and Partnerships	(916)	228	688	-	-	916
Transformation Support Unit	(1,126)	1	-	1,125	-	1,126
Finance, Resources and Corporate Affairs						
Business Support	(1,360)	(1)	-	1,361	-	1,360
Car Provision Scheme	2	3	-	-	(5)	(2)
Customer Services	(111)	-	100	-	11	111
Finance	(647)	2	582	-	63	647
Human Resources	654	(21)	215	(803)	(45)	(654)
Information Services	(2,302)	-	220	2,034	48	2,302
Insurance Cost Recovery Account	(1,594)	-	350	-	1,244	1,594
Procurement	(233)	-	210	-	23	233
Property and Facilities Management Service	(155)	(88)	-	243	-	155
Leader						
Communications and Customer Relations	(62)	(22)	-	103	(19)	62
Economic Renewal, Infrastructure and Planning						
Capital Programme Implementation and Delivery	58	112	-	(170)	-	(58)
Net cost of services (Portfolios)	(49,621)	-	13,513	24,408	11,700	49,621
Other operating costs - Interest, capital financing and dividends	(2,935)	-	696	200	2,039	2,935
General government grant	(2,648)	-	-	-	2,648	2,648
Financing	765	-	-	-	(765)	(765)
Net expenditure	(54,439)	-	14,209	24,608	15,622	54,439
Appropriations to / from restricted funds and other revenue reserves						
Carry Forwards reserve	14,209	-	(14,209)	-	-	(14,209)
Restricted funds	13,502	-	-	(13,502)	-	(13,502)
Capital financing	(141)	-	-	141	-	141
Transformation Reserve	(823)	-	-	823	-	823
Other reserves	27,692	-	-	(12,070)	(15,622)	(27,692)
General Balance	-	-	-	-	-	-
Net Total	-	-	-	-	-	-

## Appendix B – Revenue Outturn Summary

2020/21 Actual		2021/22						
		Original Budget	Final Budget	Provisional Outturn	Variance			
					Unadjusted variance	Proposed mitigations	Underlying variance	
£000		£000	£000	£000	£000	£000	£000	%
414,173	Adult Social Care and Health	441,280	450,190	440,295	(9,895)	4,545	(5,350)	(1.2%)
	Children's Services and Early Years							
(3,974)	Dedicated Schools Budget	(401)	(75)	(75)	-	-	-	-
126,706	Non Dedicated Schools Budget	133,461	138,287	135,245	(3,042)	2,337	(705)	(0.5%)
14,934	Community, Equality, Partnerships and Performance	22,801	27,948	23,725	(4,223)	2,816	(1,407)	(5.0%)
2,210	Devolution, the Arts, Heritage and Culture	3,607	4,763	3,941	(822)	822	-	-
(2,832)	Economic Renewal, Infrastructure and Planning	6,195	21,046	21,205	159	(316)	(157)	(0.7%)
	Education Excellence, Lifelong Learning and Employability							
(7,955)	Dedicated Schools Budget	(2,662)	(2,967)	(8,578)	(5,611)	5,611	-	-
18,613	Non Dedicated Schools Budget	19,460	23,152	19,914	(3,238)	3,195	(43)	(0.2%)
583	Finance, Resources and Corporate Affairs	10,613	6,949	5,260	(1,689)	1,718	29	0.4%
102,006	Highways Maintenance and Sustainable Transport	112,576	113,247	102,128	(11,119)	8,546	(2,573)	(2.3%)
2,191	Leader	2,220	3,107	2,736	(371)	371	-	-
81,282	Waste Reduction and Recycling	81,723	81,943	80,666	(1,277)	1,277	-	-
	Recharged Support Services							
	Community, Equality, Partnerships and Performance							
960	Assurance	1,166	1,236	1,134	(102)	-	(102)	(8.3%)
773	Democratic Services and Governance	895	899	832	(67)	-	(67)	(7.5%)
813	Equality and Diversity	421	1,006	632	(374)	374	-	-
4,097	Legal Services	4,908	5,037	4,879	(158)	153	(5)	(0.1%)
3,091	Performance, Business Planning & Partnerships	3,635	4,547	3,631	(916)	916	-	-
5,763	Transformation Support Unit	5,739	7,489	6,363	(1,126)	1,126	-	-
	Finance, Resources and Corporate Affairs							
9,227	Business Support	8,464	11,898	10,538	(1,360)	1,360	-	-
76	Car Provision Scheme	88	87	89	2	3	5	5.7%
1,506	Customer Services	454	2,054	1,943	(111)	100	(11)	(0.5%)
9,197	Finance	10,027	10,125	9,478	(647)	584	(63)	(0.6%)
7,502	Human Resources	6,762	7,544	8,198	654	(609)	45	0.6%
24,071	Information Services	22,745	33,066	30,764	(2,302)	2,254	(48)	(0.1%)
685	Insurance Cost Recovery Account	3,820	4,458	2,864	(1,594)	350	(1,244)	(27.9%)
4,629	Procurement	4,742	5,703	5,470	(233)	210	(23)	(0.4%)
14,994	Property and Facilities Management Service	15,179	15,413	15,258	(155)	155	-	-
	Leader							
1,960	Communications and Customer Relations	1,810	2,668	2,606	(62)	81	19	0.7%
	Economic Renewal, Infrastructure and Planning							
	Capital Programme Implementation and Delivery							
955	Capital Programme Implementation and Delivery	1,099	1,067	1,125	58	(58)	-	-
838,236	Net cost of services (Portfolios)	922,827	981,887	932,266	(49,621)	37,921	(11,700)	(1.2%)
	Other operating costs							
49,184	Interest, capital financing and dividends	54,550	51,975	49,040	(2,935)	896	(2,039)	(3.9%)
(34)	Appropriations from Usable Capital Receipts reserve	-	-	-	-	-	-	-
	Appropriations to/(from) revenue reserves							
6,469	Carry Forwards reserve	(3,260)	(10,737)	3,472	14,209	(14,209)	-	-
12,393	Restricted funds	(15,903)	(29,989)	(16,487)	13,502	(13,502)	-	-
4,995	Capital financing	3,074	5,952	5,811	(141)	141	-	-
17,285	Transformation Reserve	5,480	(5,358)	(6,181)	(823)	823	-	-
104,272	Other revenue reserves	71,153	44,256	71,948	27,692	(12,070)	15,622	35.3%
1,032,800	Net expenditure	1,037,921	1,037,986	1,039,869	1,883	-	1,883	0.2%
(130,874)	General government grant	(143,014)	(143,079)	(145,727)	(2,648)	-	(2,648)	1.9%
11,653	General Balance - contribution / (withdrawal)	-	-	-	-	-	-	-
913,579	Budget Requirement	894,907	894,907	894,142	(765)	-	(765)	(0.1%)
	Financed by							
(18,598)	Revenue Support Grant	(18,701)	(18,701)	(18,701)	-	-	-	-
(179,888)	National non-domestic rates	(158,975)	(158,975)	(158,276)	699	-	699	(0.4%)
(707,983)	Council tax precept	(717,510)	(717,510)	(717,510)	-	-	-	-
(7,110)	Collection fund surpluses	279	279	345	66	-	66	23.7%
(913,579)	Total Financing	(894,907)	(894,907)	(894,142)	765	-	765	(0.1%)

## Appendix C – Overview of revenue carry forward requests (1 of 2)

Carry forward requests of **£14.209m** are identified in this report for use in 2022/23. As **£3.750m** of these have already had approval agreed in previous quarterly reports to Cabinet, there are a total of **£10.459m** seeking approval through this report. Carry forwards are a normal part of financial management.

A complete list of the **£10.459m** carry forward requests is provided below.

Carry forward requests	Total £000
<b>Childrens Services and Early Years (Non DSG)</b>	
Mitigate 2022/23 budget pressures	250
To support volatility of the service and expected pressures	595
Prevention work in Youth Offending	100
<b>Sub total</b>	<b>945</b>
<b>Community, Equality, Partnerships and Performance</b>	
Customer projects - Library Service	661
Intranet project	343
Essex Outdoors - investment in conversion/replacement of some machinery, barriers and mobilisation costs	173
To allow Legal Services to combat post pandemic demand	97
To enable the Youth Strategy Projects to be completed	64
New dome at Essex Outdoors (Mersea)	18
<b>Sub total</b>	<b>1,356</b>
<b>Devolution, the Arts, Heritage and Culture</b>	
Electrical testing remediation (Gypsy and Traveller sites)	540
Country Parks and Archive - investment in conversion/replacement of some machinery, barriers and mobilisation costs	533
<b>Sub total</b>	<b>1,073</b>
<b>Economic Renewal, Infrastructure and Planning</b>	
Harlow Gilston Garden Town - creation of a joint committee	280
Economic growth pipeline - capital project delays	150
Harlow Investment Fund and localities work	150
<b>Sub total</b>	<b>580</b>
<b>Education Excellence, Lifelong Learning and Employability</b>	
The Skills service within Sustainable Growth have an Economic Growth plan for 2022/23	940
Commercial strategy design work	106
Educational psychologists	62
<b>Sub total</b>	<b>1,198</b>
<b>Finance, Resources and Corporate Affairs</b>	
To support potential pay inflation pressures in future years	821
Customer projects including customer digitisation	326
<b>Sub total</b>	<b>1,147</b>
<b>Highways Maintenance and Sustainable Transport</b>	
To cover costs and contribute to a project to bring the highway tree stock up to a better condition	308
Support delivery of the Home to School transport Phase 2 work	265
<b>Sub total</b>	<b>573</b>

## Appendix C – Overview of revenue carry forward requests (2 of 2)



Carry forward requests	Total £000
<b>Leader</b>	
Environmental Feasibility projects	27
Strategy and Coaching consultancy work(contractually committed with Ashridge)	101
<b>Sub total</b>	<b>128</b>
<b>Community, Equality, Partnerships and Performance (RSSS's)</b>	
<b>Equality and Diversity</b>	
Community safety	270
<b>Legal Services</b>	
To allow Legal Services to combat post pandemic demand	128
<b>Performance, Business Planning and Partnerships</b>	
To support function priorities in the delivery of performance and business intelligence	688
<b>Sub total</b>	<b>1,086</b>
<b>Finance, Resources and Corporate Affairs (RSSS's)</b>	
<b>Customer</b>	
Customer project - Automation exploration	100
<b>Finance</b>	
Bridging capacity for Tech Services projects	150
Corporate Systems Project	100
Support to the MyOracle team with external consultancy to support solutions for the MyOracle system	100
Financial Services staffing	100
Financial Services and P2P Training	78
Stopford Booking System Replacement (Customer)	54
<b>Human Resources</b>	
To extend the Workforce Strategy project	177
People business partner	38
<b>Information Services</b>	
Delays to purchases of devices relating to supply issues due to recent economic climate	100
Bridging capacity for Tech Services projects	80
IT training	40
<b>Insurance Cost Recovery Account</b>	
Essex Housing interest shortfall	350
<b>Procurement</b>	
Social value	110
Procurement interim staffing	100
<b>Sub total</b>	<b>1,677</b>
<b>Operating Costs</b>	
Dividend savings	250
Mitigate fluctation in dividend receipts	200
Apprenticeship levies	93
Inflation in insurance liability	80
To support inflated levies budgets	73
<b>Sub total</b>	<b>696</b>
<b>Net Total</b>	<b>10,459</b>

## Appendix D – Revenue Position – Detailed commentary

Comments are included below on the most significant of the variances against budget at a portfolio level:

**1. Adult Social Care and Health: £5.350m (1.2%) adjusted under spend**

- i. After proposed adjustments the position is an under spend of £5.350m, an increase in the under spend of £3.270m since the position reported at Third Quarter.
- ii. Adult Social Care continues to feel and respond to the significant impact of the Covid 19 pandemic. In particular, the consequences of paused work and backlog on teams, and of reviews and assessments, changing demographics projections and the demand for services. The care market also manages the impact with both resident population and staff recruitment and retention a factor. These elements continue to create a challenge in being able to accurately predict future demand. It should be noted that this reported position is in the context of £15.244m being applied from ECC Covid-specific funds and core budget, and £58.965m of government funds being passported directly to providers to support Covid-related costs. These funding streams are not continuing in 2022/23 and there are high risks of additional cost pressures impacting on ECC as a result.
- iii. Public Health shows a position in line with budget; this is after appropriating £3.649m of the Public Health Grant to the reserve for use in future years. In 2021/22 the Public Health budget has been increased to reflect the 'Contain Outbreak Management' funding and 'Track & Trace' funding received from Government, at the end of the year £2.248m of the Contain Outbreak Management funding was unspent and will be carried forward in line with grant conditions to be spent in 2022/23. Central Government also awarded ECC self-isolation grant funding of £2.879m, of which £1.288m remains unspent at the end of 2021/22 and in line with the grant conditions this will also be carried forward into 2022/23 to support activities that were commissioned in 2021/22.
- iv. Within the overall provisional outturn position reported for Adult Social Care, there are £4.317m of savings reflected as not delivered, predominantly due to slippage in the Connect Programme because of Covid related delays, Choice & Control and Physical and Sensory Impairment BAU. There are a number of under and over spends across the different types of care provision where the actual current demand for services is either greater or less than the predictions made when setting the budget. The Hospital Discharge Pathway funding guidance was issued after the current year budget was agreed and therefore the monies recovered from this source are driving some of the under spend, this funding has ceased at 31 March 2022.
- v. The favourable movement from the Third Quarter is driven by Domiciliary Care due to higher levels of package terminations than predicted together with assumptions made about the speed at which the market would be able to deliver all the packages that were being actively sourced, including those where sourcing has been a real challenge
- vi. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:

- **£6.365m** withdrawal from the Covid Equalisation Reserve for the Covid Resilience Fund
- **£4.170m** contribution to the Adults Risk Reserve to allow for the potential risk professional deputyship fees are an allowable disability related expense
- **£3m** contribution to the Adults Transformation Reserve to fund future Digital, Data & Technology investments
- **£1m** contribution to the Ambition Fund Reserve relating to the return of Homelessness and Rough Sleepers (HRS) funding due to the utilisation of specific Covid grant funding instead
- **£787,000** contribution to the Covid Equalisation Reserve due to a contribution from North Essex Clinical Commissioning Group
- **£745,000** contribution to the Adults Transformation Reserve to fund Population Health Management posts for 2022/23 – 2024/25
- **£550,000** withdrawal from the Covid Equalisation Reserve for Residential and Nursing Care block beds contracts
- **£537,000** contribution to the Adults Transformation Reserve due to slippage in the Meaningful Lives Matter (MLM) programme
- **£445,000** contribution to the Ambition Fund Reserve for Key Worker Counselling funding reprofiled for use in 2022/23
- **£250,000** contribution to the Reserve for Future Capital Funding for future capital projects in relation to Residential Homes
- **£250,000** withdrawal from the Covid Equalisation Reserve for increased equipment related spend
- **£247,000** contribution to the Adults Digital Reserve returning Digital Programme funds to be utilised in 2022/23
- **£238,000** contribution to the Adults Transformation Reserve due to slippage in the Choice & Control programme for use in 2022/23
- **£107,000** contribution to the Ambition Fund Reserve for return of funding for Mental Health
- **£130,000** contribution to the Adults Transformation Reserve due to slippage in the Newton Connects programme, for use in 2022/23
- **£68,000** contribution to the Adults Transformation Reserve due to slippage in the Physical and Sensory Impairment project for use in 2022/23
- **£38,000** withdrawal from the Adults Risk Reserve in relation to Market Shaping spend

- **£23,000** contribution to the Adults Safeguarding Board Partnerships Reserve due to actual spend lower than predicted in the year
- **£12,000** contribution to the Ambition Fund Reserve due to unspent funds relating to the Embrace project

## 2. Children's Services and Early Years DSG: on line

- The provisional outturn of **£75,000 which is on line** with the final approved budget of **£75,000**.
- Within this position the Early Years Dedicated Schools Grant over spent by £1.799m, primarily due to the Government reducing the provisional allocation for 2021/22 by £2m. This was based on the January 2021 census which, due to the pandemic, was lower than the January 2020 census. This in year over spend has been funded through surplus funds within the Early Years Dedicated Schools Block.

## 3. Children's Services and Early Years Non DSG: £3.042m (2.2%) under spend

- The provisional outturn of £135.245m is 2.2% lower than the final approved budget of £138.287m. After proposed adjustments there is a £705,000 under spend (0.5%) which represents an adverse movement of £19,000 since the position reported at Third Quarter.
- The unadjusted under spend is as a result of lower numbers of children in care mainly within Internal Fostering, Children with Disabilities in residential care, the use of unregistered placements, respite care and special guardianship orders. This has been partially offset through increased expenditure to support Separated Migrant Children. In addition, it should be noted that through the year caseloads for social workers have largely increased month on month which may then impact on care numbers in 2022/23.
- Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£945,000** to the service as set out in **Appendix C**
  - **£1.636m** withdrawal from the Covid Equalisation Reserve to fund placements, staffing pressures and additional personal allowances
  - **£547,000** contribution to the Youth Offending Teams Partnership reserve, where remand costs ended the year lower than expected
  - **£500,000** contribution to the Children's Transformation Reserve to partly restore drawdowns during the year to support transformation capacity in future years

- **£33,000** withdrawal from the Children's Transformation Reserve in respect of funding staffing for the Multi-Disciplinary Team
- **£42,000** contribution to the Public Sector Reform Partnership reserve which reflects lower than predicted spend in the year
- **£25,000** withdrawal from the Essex Safeguarding Children's Board Partnership Reserve to cover funding for an additional post

#### 4. **Community, Equality, Partnerships and Performance: £4.223m (15.1%) under spend**

- i. The provisional outturn of **£23.725m** is 15.1% lower than the final approved budget of **£27.948m**. After proposed adjustments there is a **£1.407m** under spend (5%) which represent a favourable movement of **£1.209m** since the position reported in the Third Quarter.
- ii. The unadjusted under spend is driven by several areas and these include; Libraries £1.270m, Registrars £743,000 and Service Design £1.098m due to the level of vacancies across the services. Projects within Youth Services have been cancelled or delayed which has led to reduced expenditure, leading to an under spend of £756,000. Outdoor Education, where a provision of £542,000 raised last year has not been required and has therefore been released. Furthermore Brexit funding of £306,000 is now no longer required, and finally a £306,000 under spend in Localities due to unspent member's allocations.
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£1.356m** for various projects as set out in **Appendix C**
  - **£500,000** contribution to the Reserve for Future Capital Funding in relation to future improvement and reconfiguration to Library and registrations rooms
  - **£306,000** contribution to the Ambition Fund Reserve in relation to unused Member's allocation being returned to the reserve for use in 2022/23
  - **£282,000** withdrawal from the Community Initiative Fund Reserve to cover community initiatives costs during 2021/22
  - **£176,000** withdrawal from the Quadrennial Elections reserve in relation to May 2021 Elections expenditure
  - **£30,000** contribution to the Transformation Reserve due to unspent funds relating to the Future Library Service Strategy
  - **£28,000** contribution to the Transformation Reserve for works surrounding accessibility which will be undertaken in the next financial year
  - **£20,000** contribution to the Essex Climate Change Commission Reserve to return unspent funding for use in 2022/23.



**5. Devolution, the Arts, Heritage and Culture: £822,000 (17.3%) under spend**

- i. The provisional outturn of **£3.941m** is 17.3% lower than the final approved budget of **£4.763m**. After proposed adjustments, there is no underlying variance, which represents a favourable movement of £190,000 since the position reported in the Third Quarter.
- ii. The unadjusted under spend relates to works for Visit Essex slipping into 2022/23 (£226,000), due to a revised spending plan following delays as a result of Covid restrictions negatively impacting tourism. Planned activities such as advertising and promoting Essex, and trying to increase membership income were deemed unsuitable during this time. Furthermore, under spends within Leisure, which are mainly attributable to over recovery of income for car parking (£180,000) and sales (predominantly Food and Drink £88,000), and Country Parks staffing due to in-year vacancies (£73,000).
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£1.073m** as set out in **Appendix C**
  - **£260,000** withdrawal from the Everyone's Essex Reserve to fund projects in relation to Mercury Theatre, FirstSite and Essex Cultural Diversity projects
  - **£121,000** withdrawal from the Health and Safety Reserve to Country Parks for costs incurred relating to works carried out to address priority non-compliance health and safety issues across Country Parks, improving safety for staff and visitors.
  - **£226,000** contribution to the Ambition Fund Reserve, in respect of delays to Visit Essex planned activities due to the pandemic, which is now required for use in 2022/23
  - **£27,000** contribution to the Bequest Reserve for funds bequeathed to Essex Records Office.

**6. Economic Renewal, Infrastructure and Planning: £159,000 (0.8%) over spend**

- i. The provisional outturn of **£21.205m** is 0.8% higher than the final approved budget of **£21.046m**. After proposed adjustments, there is a **£157,000** under spend which represents a favourable movement of **£131,000** since the position reported at the Third Quarter.
- ii. The unadjusted over spend relates to a £1.7m over spend within Housing Strategy, Development & Investment due to the write off of previously capitalised expenditure relating to Essex County Hospital, which is now being treated as abortive costs as the project has been transferred to Essex Housing LLP. This is partially offset by a £961,000 under spend within Economic Renewal, and a £537,000 under spend within Garden Communities, where projects have been delayed which has moved the original spending profile into future years.
- iii. Approval is sought for the following actions as a consequence of the provisional outturn position for 2021/22:

- Carry forward **£580,000** for various projects as set out in **Appendix C**
- **£1.708m** withdrawal from the Reserve for Future Capital Funding for schemes that have moved in-year to Essex Housing LLP
- **£273,000** contribution to the Recovery Reserve for utilisation in 2022/23 in relation to the Economic Growth Cabinet Member Action for staffing costs
- **£81,000** contribution to the Ambition Fund Reserve for utilisation in 2022/23 in relation to the Marketing Essex Cabinet Member Action funding that is returned due to delays as a result of the pandemic
- **£60,000** withdrawal from the Transformation Reserve to Planning in relation to staffing costs incurred as part of the Community Infrastructure Levy (CIL) and Viability project
- **£47,000** withdrawal from the Ambition Fund Reserve to Sector Development to cover costs incurred relating to approved projects
- **£14,000** withdrawal from the Transformation Reserve in support of costs relating to Essex Housing.

## 7. Education and Skills Dedicated Schools Grant (DSG): **£5.611m under spend**

- The under spend relates to the movement in school balances, which have increased due to schools under spending in year. **£5.611m** has been appropriated to the Schools Reserve to offset this under spend.
- Within this position the Dedicated Schools Grant is under spent by £6.838m, primarily within the High Needs Block due to increased funding from the Government and lower spend, and now brings the block into a small surplus position. There is an over spend in the Central Schools Services block which reflects the historic commitments for the SEND and PRU capital project and this has been funded through surplus funds within the Central School Services Block.

## 8. Education Excellence, Life Long Learning and Employability (Non DSG): **£3.238m (14%) under spend**

- The provisional outturn of **£19.914m** is 14% lower than the final approved budget of **£23.152m**. After proposed adjustments, there is a **£43,000** under spend (0.2%) which represents a favourable movement of **£192,000** since the position reported at the Third Quarter.
- The £3.238m under spend is largely due to the unspent PFI credits of £1.778m which will be returned to reserves, a £983,000 under spend around the Education Recovery Taskforce that will be utilised in 2022/23, and a £305,000 under spend on SEND Operations for Covid pressures, which is requested to be carried forward into 2022/23.
- Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£1.198m** for various projects as set out in **Appendix C**

- **£1.307m** contribution to the PFI Equalisation Reserves due to unspent PFI credits relating to the Debden Park PFI
- **£983,000** contribution to the Ambition Fund Reserve relating to an under spend on the Education Recovery Taskforce to be utilised in 2022/23
- **£756,000** contribution to the General Risk Reserve to cover unquantifiable energy cost risks in 2022/23
- **£541,000** contribution to the Health and Safety Reserve relating to the School Organisation and Place Planning under spend for the King Edmund school demolition costs
- **£365,000** withdrawal from the Health and Safety Reserve for the Edith Borthwick demolition costs in the surplus schools property budget
- **£343,000** contribution to the PFI Equalisation Reserves due to unspent PFI credits relating to the Clacton Secondary Schools PFI
- **£305,000** contribution to the Covid Equalisation Reserve in relation to the under spend on the Special Educational Needs Operations Cabinet Member Action to be utilised in 2022/23
- **£128,000** contribution to the PFI Equalisation Reserves due to unspent PFI credits relating to the Building Schools for the Future PFI
- **£59,000** withdrawal from the Bursary for Trainee Carers Reserve for the Nightingale Project which sits in Adult Community Learning (ACL)
- **£44,000** withdrawal from the Covid Equalisation Reserve to support additional recruitment needs in 2021/22; specifically a recruitment consultant to boost Education recruitment activities.

## 9. Finance, Resources and Corporate Affairs: **£1.689m (24.3%) under spend**

- The provisional outturn of **£5.260m** is 24.3% lower than the final approved budget of **£6.949m**. After proposed adjustments there is a **£29,000** over spend with an adverse movement of £895,000.
- The unadjusted under spend is due to the centralised pay inflation budget not being fully required in 2021/22 – this has been requested as a carry forward to mitigate any future pay inflation pressure.
- Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£1.147m** for various projects as set out in **Appendix C**
  - **£573,000** contribution to the Collection Fund Risk Reserve in relation to the under spend on the Council Tax sharing scheme, to offset potential funding pressures in future years

## 10. Highways Maintenance and Sustainable Transport: **£11.119m (9.8%) under spend**

- i. The provisional outturn of **£102.128m**, is 9.8% lower than the final approved budget of **£113.247m**. After proposed adjustments, there is a **£2.573m** under spend (2.3%) which represents a favourable movement of **£2.060m** since the position reported at the Third Quarter.
- ii. The unadjusted under spend sits across a number of areas. Within Home to School Transport, there is an under spend of £2.390m, where the risk of cost escalation has been realised, but not at the rate anticipated. One-off under spends in Passenger Transport, Concessionary Fares and Local Bus include a saving following the re-negotiated fixed pot based upon a continued downward trajectory in passenger numbers, and delivery of Local Bus evening and weekend services (£2.188m). Furthermore, an under spend of £2.942m in Highways, due to a combination of early adopter contract extension savings, lower than anticipated direct labour, materials and plant cost, as well as wider staffing vacancies and efficiencies following a re-organisation. Finally, income generated within Essex Highways exceeded the 2021/22 budgeted level due to higher than anticipated levels of activity (£1.340m).
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£573,000** for various projects as set out in **Appendix C**
  - **£1m** contribution to the General Risk Reserve to help fund potential Local Bus pressures in 2022/23 resulting from risk of commercial operator withdrawals, income pressures and fuel price increases
  - **£1m** contribution to the Emergency Reserve to cover potential increases in fuel across the transport service
  - **£988,000** contribution to the PFI Equalisation Reserve due to lower than anticipated traffic volume numbers relating to the A130 PFI, with the balance returned for future use
  - **£850,000** contribution to the General Risk Reserve to help potential pressures on the highways service due to supply chain price increases
  - **£817,000** contribution to the Reserve for Future Capital Funding for replenishment of highways fleet in future years
  - **£787,000** contribution to the General Risk Reserve to help offset the potential increase in energy prices specifically in relation to street lighting
  - **£105,000** contribution to the Ambition Fund reserve as the funding made available for gully's is no longer required
  - **£38,000** withdrawal from the Transformation reserve to cover costs incurred on the Demand Responsive Transport project.

## 11. Leader - £371,000 (11.9%) under spend

- i. The provisional outturn of £2.736m, is 11.9% lower than the final approved budget of £3.107m. After proposed adjustments, there is on line position which represents an adverse movement of **£5,000** since the position reported at the Third Quarter.
- ii. The under spend is primarily attributable to vacancies within Corporate Policy.
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£128,000** for projects as set out in **Appendix C**
  - **£208,000** contribution to the Ambition Fund Reserve to return funding in relation to Community and Residence action for use in 2022/23
  - **£79,000** withdrawal from the Ambition Fund Reserve to fund expenditure relating to the Environment and Climate Action programme
  - **£63,000** withdrawal from the Everyone's Essex Reserve to fund expenditure in relation to the Environment and Climate Action to support delivery of the Commission's recommendations
  - **£33,000** contribution to the Essex Climate Change Commission Reserve to return unspent funding relating to the Environment & Climate Action Programme for use in 2022/23
  - **£3,000** withdrawal from the Transformation Reserve to fund expenditure relating to Levelling Up activities.

## 12. Waste Reduction and Recycling – £1.277m (1.6%) under spend

- i. The provisional outturn of **£80.666m** is **11.9%** lower than the final approved budget of **£81.943m**. After proposed adjustments, there is an **online** position, which represents a favourable movement of **£83,000** since the position reported at the Third Quarter.
- ii. The unadjusted under spend is predominantly in relation to a reduction in tonnage (£2m) requiring disposal across a number of waste streams compared to levels anticipated. Tonnage volumes are circa 5,000 tonnes (1.5%) lower than budgeted. This offsets over spends in Blueprint Circular Economy with works unable to be fully reimbursed, with only 69% of costs reimbursed in line with the agreement (£182,000), increased management overhead costs (£146,000) and finally additional costs for various projects relating to integrated Waste Handling Contracts (£380,000).
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:



- **£1.988m** contribution to the Waste Reserve to return balances no longer needed as tonnages were lower than anticipated
- **£381,000** withdrawal from the Waste Reserve to cover project costs

**13. Community, Equality, Partnerships and Performance RSSS – £2.743m (13.6%) under spend**

- The provisional outturn of **£17.471m** is 13.6% lower than the final approved budget of **£20.214m**. After proposed adjustments, there is a **£174,000** under spend (0.9%) which represents a favourable movement of **£191,000** since the position reported in the Third quarter.
- The under spend is driven by multiple areas, including Performance, Business Intelligence, Planning and Partnerships (£917,000), due to a combination of vacancies and delayed recruitment, and an under spend in Delivery and Assurance of £1.125m after delays in the recruitment for specialised project managers which will now occur in 2022/23. Furthermore, an under spend of £425,000 relating to the Working Families Project, that now will take place in 2022/23, due to being unable to deliver in line with the original timeline.
- Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£1.086m** for various projects as set out in **Appendix C**
  - **£1.125m** contribution to the Covid Equalisation Reserve for the return of Delivery and Assurance resourcing following utilisation of other specific Covid grant funding
  - **£425,000** contribution to the Ambition Fund Reserve relating to Working Families project funding for use in 2022/23
  - **£25,000** contribution to the Public Law Partnership Reserve returning unspent funding during the year.

**14. Economic Renewal, Infrastructure and Planning Recharged Support Services: £58,000 (5.4%) over spend**

- The provisional outturn of **£1.125m** is 5.4% higher than the final approved budget of **£1.067m**. After proposed adjustments, there is an online position which represents an immaterial movement in the position reported at the Third Quarter.
- The unadjusted over spend is due to an under recovery of income of £265,000 which was due to be generated via commercial income by selling services to third parties. However, due to the service no longer delivering projects for the Department of Education and the impact of Covid on the construction industry this has led to the full target being unachievable. This is being partially mitigated

by in-year staffing vacancies, recharges to capital projects and lower than anticipated activity spend.

iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:

- **£170,000** withdrawal from the Capital Receipt Pump Priming Reserve to offset the pressure that has occurred relating to legal costs incurred from the sale of ECC properties.

**15. Finance, Resources and Corporate Affairs Recharged Support Services  
£5.746m (6.4%) under spend**

- i. The provisional outturn of **£84.602m** is 6.4% lower than the final approved budget of **£90.348m**. After proposed adjustments, there is a **£1.339m** under spend (1.5%) which represents a favourable movement of **£1.236m** since the position reported at the Third Quarter.
- ii. The unadjusted under spend is a result of a £2.302m under spend within Information Services as reserve funds drawn down in the financial year for a number of projects will now be utilised in 2022/23. Furthermore, a technical adjustment to the Insurance Cost Recovery Account leading to an under spend of £1.594m, following recommendations in the year end actuarial valuation around the level of provision required. Finally, an under spend in Business Support of £1.360m, due to supplementary funding being returned following utilisation of other specific Covid grant funding.
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£1.677m** for various projects as set out in **Appendix C**
  - **£2.034m** contribution to the Technology and Digitisation Reserve in relation to Print Strategy, Corporate Services Programme, Next Generation Networks and Technology Service's unspent project funding required for use in 2022/23
  - **£1.361m** contribution to the Covid Equalisation Reserve for the return of Business Support funding following utilisation of other specific Covid grant funding
  - **£748,000** withdrawal from the Transformation Reserve relating to the Ways of Working project (£611,000) and the Workforce Strategy project (£137,000)
  - **£243,000** contribution to the General Risk Reserve to fund potential unquantifiable energy cost risk in 2022/23 owing to current energy price rises, inflation and new contract rates
  - **£37,000** withdrawal from the Covid Equalisation Reserve for HMRC liability relating to reward vouchers issued during the pandemic
  - **£18,000** withdrawal from the Transformation Reserve for pension strain costs associated with Wellbeing redundancies.

**16. Leader Recharged Support Services - £62,000 (2.3%) under spend**

- i. The provisional outturn of **£2.606m** is 2.3% lower than the final approved budget of **£2.668m**. After proposed adjustments, there is a **£19,000** over spend (0.7%) which represents a favourable movement of **£37,000** since the position reported at the Third Quarter.
- ii. The unadjusted under spend is driven by Communications and Marketing, where pandemic related activities funded by reserves did not take place as expected this year, coupled with a delay in the planned Strategy and Coaching Contract with an external consultant, as the spending plan for this needs to be refined before expenditure can be incurred.
- iii. Approval is sought to the following actions as a consequence of the provisional outturn position for 2021/22:
  - **£103,000** contribution to the Covid Equalisation Reserve returning unspent funding relating to Communications and Marketing

**17. Other Operating Costs (interest, financing, and dividends) - £2.935m under spend (5.6%)**

- i. The unadjusted position comprises under spends on interest payable and on revenue provision for the repayment of debt and a better than expected return on investments. The under spend on interest payable arose because it did not prove necessary to secure new external loans during the year. The under spend on revenue provision for the repayment of debt (referred to as Minimum Revenue Provision or MRP) resulted from financing less of the 2020/21 Capital Programme from borrowing than was anticipated when the 2021/22 budget was set. The better than expected return on investments largely resulted from several increases in the Bank Rate during the latter part of the financial year.
- ii. Approval is sought to the following action as a consequence of the provisional outturn position for 2021/22:
  - Carry forward **£696,000** as set out in **Appendix C**
  - **£200,000** contribution to the General Risk Reserve relating to potential interest rate growth risk in 2022/23

**18. Other Operating Costs (General Government Grants and Financing) - £1.883m (1.9%) above budget**

- i. The higher than budgeted general government grant funding is predominantly due to receipt of the Tax Income Loss Guarantee grant this financial year. When the budget was set, the value of this grant was not known, as it relates to tax losses resulting from the pandemic in 2020/21, which could not be calculated until the current financial year.

## Appendix E – Trading Activities

### Trading Activities Summary

2020/21 Actual £000		2021/22					Rag status
		Original Budget £000	Final Budget £000	Provisional Outturn £000	Variance £000	Variance %	
(7,053)	Income	(6,927)	(7,081)	(7,692)	(611)	8.6%	●
6,701	Expenditure	6,594	6,747	7,240	493	7.3%	◆
-	Financing Items	-	-	-	-	-	■
(352)	(Surplus)/Deficit	(333)	(334)	(452)	(118)	35.3%	●
(161)	Appropriations	334	334	280	(54)	(16.2%)	●
(513)	Net (increase) / decrease in revenue reserves	1	-	(172)	(172)	-	■
	Analysis of net (increase) / decrease in Trading Activities reserves						
(113)	Music Services	1	-	(33)	(33)	-	■
(400)	Place Services	-	-	(139)	(139)	-	■
(513)	Net (increase) / decrease in revenue reserves	1	-	(172)	(172)	-	■
2020/21 Closing Balance £000					2021/22		
					Opening Balance £000	Closing Balance £000	
(1,341)	Total Reserves Balance				(1,341)	(1,513)	

## **Appendix F – Trading Activities – Detailed commentary**

Comments on the performance of individual trading activities are set out below.

### **1. Music Services**

- i. The trading activity increased its accumulated revenue reserves in 2021/22 by **£33,000** (compared to a 'break even' financial target) due to more income being generated than expected due to the post-pandemic update from schools being better than anticipated.

### **2. Place Services**

- i. The trading activity increased its accumulated revenue reserves in 2021/22 by **£139,000** (compared to a 'break even' financial target). This is due to unplanned income generated by the management team, and higher than anticipated income from the Natural Environment team. This followed the change to the business model for the Legacy Grazing project, and increased demand as a result of the implementation of the Environment Act.



## Appendix G – Capital payments and financing summary

	Original Approval	Final Approval	Actual	Variance
	£000	£000	£000	£000
Adult Social Care and Health	1,160	652	653	1
Children's Services and Early Years	2,235	3,347	3,110	(237)
Deputy Leader & Community, Equality, Partnerships and Performance	500	554	489	(65)
Devolution, the Arts, Heritage and Culture	70	354	158	(196)
Economic Renewal, Infrastructure and Planning	136,623	89,137	80,416	(8,721)
Education Excellence, Life Long Learning and Employability				
Local Authority Controlled	62,008	45,974	44,019	(1,955)
Schools Controlled	366	1,065	443	(622)
Finance, Resources and Corporate Affairs	5,813	8,571	7,629	(942)
Highways Maintenance and Sustainable Transport	80,904	85,031	83,242	(1,789)
Leader	662	953	936	(17)
Waste Reduction and Recycling	-	124	124	-
<b>Total payments to be financed</b>	<b>290,341</b>	<b>235,762</b>	<b>221,219</b>	<b>(14,543)</b>
<b>Financed by</b>				
Unsupported borrowing	114,543	77,470	62,214	(15,256)
Grants and contributions	167,898	149,992	150,705	713
Capital receipts	5,000	1,300	1,300	-
Reserve for future capital funding	2,900	7,000	7,000	-
<b>Total financing</b>	<b>290,341</b>	<b>235,762</b>	<b>221,219</b>	<b>(14,543)</b>

## Appendix H – Capital Variance Plan (Summary)

	2021/22				2021/22	2022/23
	Slippage	Additions	Reductions	Advanced Works	Changes	Changes
	£000	£000	£000	£000	£000	£000
Adult Social Care and Health	(254)	251	-	4	1	250
Children's Services and Early Years	(221)	10	(26)	-	(237)	221
Deputy Leader & Community, Equality, Partnerships and Performance	(125)	60	-	-	(65)	125
Devolution, the Arts, Heritage and Culture	(18)	18	(196)	-	(196)	18
Economic Renewal, Infrastructure and Planning	(8,153)	9,708	(12,081)	1,805	(8,721)	6,348
Education Excellence, Life Long Learning and Employability						
Local Authority Controlled	(2,621)	1,469	(1,821)	1,018	(1,955)	1,603
Schools Controlled	(677)	235	(180)	-	(622)	677
Finance, Resources and Corporate Affairs	(1,929)	1,944	(1,085)	128	(942)	1,801
Highways Maintenance and Sustainable Transport	(3,343)	7,677	(7,844)	1,721	(1,789)	1,622
Leader	-	9	(26)	-	(17)	-
Waste Reduction and Recycling	-	-	-	-	-	-
<b>Total payments to be financed</b>	<b>(17,341)</b>	<b>21,381</b>	<b>(23,259)</b>	<b>4,676</b>	<b>(14,543)</b>	<b>12,665</b>
<b>Financed by</b>						
Unsupported borrowing					(15,256)	
Grants and contributions					713	
Capital receipts					-	
Reserve for future capital funding					-	
<b>Total financing</b>					<b>(14,543)</b>	

## Appendix I – Capital Position – Detailed commentary

Comments are included below on the most significant of the variances against budget at a portfolio level:

### 1. Adult Social Care and Health – £1,000 over spend

- i. The provisional outturn of **£653,000** was **£1,000** over the final approved budget.
- ii. Approval is sought to add **£251,000** into the programme and reprofile **£254,000** into future years. This relates to Bridgemarsh works, as there is now a change in the strategy and rescope of works, which means it has been delayed and will now take place in 2022/23.

### 2. Children Services and Early Years - £237,000 (7.1%) under spend

- i. The provisional outturn of **£3.110m** was **£237,000** less than the final approved budget of **£3.347m**. This is largely attributable to slippage of Early Years (£175,000) because of delays to four schemes due to a combination of land transfer issues, funding agreement issues and updating of contractor cashflows. Further slippage also relates to Adaptations (£46,000) due to delays to two projects from asbestos and legal issues.
- ii. Approval is sought to reprofile **£221,000** into future years, additions to the programme of **£10,000** and to reductions to the programme of **£26,000**.

### 3. Community, Equality, Partnerships and Performance - £65,000 (11.7%) under spend

- i. The provisional outturn of **£489,000** was **£65,000** less than the final approved budget of **£554,000**. The main reason for the under spend is slippage on the Changing Places project (£76,000) as a match funding agreement is required and the sub-contractor has gone into liquidation, which has delayed works.
- ii. Approval is sought to reprofile **£125,000** into future years and additions to the programme of **£60,000**

### 4. Devolution, the Arts, Heritage and Culture - £196,000 (55.4%) under spend

- i. The provisional outturn of **£158,000** was **£196,000** less than the final approved budget of **£354,000**. The under spend is mainly due to the slippage in the Tree Planting Carbon Reduction scheme (£117,000) with planting being delayed and Country Parks Maintenance (£78,000) to help fund Essex Outdoor Sky ropes in 2022/23
- ii. Approval is sought to reprofile **£18,000** into future years, additions to the programme of **£18,000** and reductions to the programme of **£196,000**.

**5. Economic Renewal, Infrastructure and Planning - £8.721m (4.2%) under spend**

- i. The provisional outturn of **£80.416m** was **£8.721m** less than the final approved budget of **£89.137m**. The main areas for the under spend are set out below:

ii. **Sustainable Growth - £4.628m under spend**

The most significant slippage of £2.065m relates to the Swan Modular Housing Factory. There have been revisions to the spending profile as the orders placed by Swan for equipment have been delayed due to supply chain issues, and some costs have increased so they have been forced into looking for alternative supplies. This has delayed completion and therefore approval has been sought from SELEP for an extension to the funding deadline. Another significant slippage (£1.005m) relates to BDUK Phase 4, as Phase 4.7 has been delayed pending approval of a contract change to extend the scope of the project to include the Getting Building Fund award. There is also slippage relating Essex University Parkside (£501,000) with continued delays to utilities provisions, Essex Pedal Power (£427,000) with revision in the spend plan after re-tender, and finally Laindon Place (£395,000) with delays in respect to Basildon Council not yet signing the contract. The net addition of £654,000 predominately relates to the addition for Harlow Library from Capitalised Building Maintenance.

iii. **Essex Housing LLP - £3.573m under spend**

This is driven by a **£7.846m** reduction due to a change in the method for accounting for ECC loans to the LLP. A new revised method of reporting has been confirmed, and loans will now be reflected in the capital programme for live schemes only. A reduction will be sought for the pipeline schemes, which will be added back into the programme when they move to live status. This is partially offset by the addition of **£4.273m** in relation to the loans to fund both the Rocheway and Essex County Hospital schemes.

- iv. Approval is sought to reprofile **£8.153m** into future years, net reductions to the programme of **£2.373** and to advance **£1.805m**

**6. Education Excellence, Life Long Learning and Employability - £1.955m (5.5%) under spend**

- i. The provisional outturn of **£44.019** was **£1.955m** less than the final approved budget of **£45.974m**. With the under spend relating to the following:
- Special Schools - £775,000 slippage is requested mainly in relation to the Southview scheme where there has been delays due to issues surrounding asbestos throughout the year.
  - Slippage of £588,000 in the Schools Capitalised Maintenance Budget into 2022/23 - £459,000 of the slippage relates to the Schools Capital Maintenance Block Budget which has not been assigned to projects in 2021/22, but is required to fund maintenance pressures in 2022/23. The

remaining £129,000 relates to the Salix Windows project where the works have slipped to June 2022.

- Temporary Accommodation (£400,000 under spend) - £149,000 in relation to Helena Romanes due to phase 2 payment delays for the relocatable replacements, which remains outstanding as there is a new need for a double relocatable replacement and not a single as planned. £125,000 on the Harlow Fields Temporary scheme due to a 3 week delay as a result of the ground conditions, which required an alteration to the foundation design. There is also a request to slip £135,000 from the Relocatable Replacement block code into 2022/23, to fund additional costs anticipated.

The slippage is partially offset by £1.018m advance works primarily driven by Special Schools (£565,000); Paxman PRU works have progressed quicker than anticipated. Clacton County High (£231,000), as planned spend through the PFI contract has been realised and is back on schedule for delivery this summer. The remaining £301,000 is made up of several schemes that are requesting minor advancement in works that are ahead of schedule.

- ii. Approval is sought to reprofile **£2.621m** into future years, additions to the programme of **£1.469m**, reductions to the programme of **£1.821m** and to advance **£1.018m**.

## **7. Finance, Resources and Corporate Affairs - £942,000 (11%) under spend**

- i. The provisional outturn of **£7.629m** was **£942,000** less than the final approved budget of **£8.571m**. The under spend relates to Salix works that have been delayed until June after confirmation from the Funding Body works could be extended. This is partially offset by additions for new Salix funded works, and a technical accounting adjustment to implement the Flexible Use of Capital Receipts strategy, agreed as part of 2021/22 budget setting. £1.3m of capital receipts were used to fund revenue expenditure in relation to the Corporate Systems Project.
- ii. Approval is sought reprofile **£1.929m** into future years, net additions to the programme of **£860,000** and to advance **£128,000**.

## **8. Highways Maintenance and Sustainable Transport - £1.789m (2.1%) under spend**

- i. The provisional outturn of **£83.242m** was **£1.789m** less than the final approved budget of **£85.031m**.

The under spend is driven by **£2.367m** of slippage into 2022/23 due to one-off lower works and services costs, as a result of staffing vacancies in 2021/22. This slippage would be used to address new emerging costs in the capital programme specifically around fleet and material prices, although the funding's original use was for carriage works, which wasn't possible due to the lack of staffing resources. Further slippage of **£921,000** within Street Lighting (the replacement of columns that are judged unsafe, lantern failing outside LED Rollout), where the service have reprofiled spend in to 2022/23



as they have encountered a number of issues with old columns which are either failing, or do not allow LED lights to be installed onto them, plus the recent bad weather has meant delivery has not been possible at the speed originally anticipated. This is partially offset by advanced works of **£1.698m** for the LED Rollout (the identification and replacement of old sodium inefficient lanterns with new energy efficient lanterns) - as the acceleration of the LED Rollout continues to try and mitigate against rising energy costs.

- ii. Approval is sought to reprofile **£3.343m** into future years, additions to the programme of **£7.677m**, to reduce the programme by **£7.844m** and to advance **£1.721m**.

**9. Leader - £17,000 (1.8%) under spend**

- i. The provisional outturn of **£936,000** was **£17,000** less than the final approved budget of **£953,000**. The under spend is made up of three scheme reductions and an addition to offset immaterial under spends
- ii. Approval is sought to add **£9,000** and reduce **£26,000** from the programme.

**10. Waste Reduction and Recycling – on line**

- i. The provisional outturn of **£124,000** is on line with the final approved budget of **£124,000**.

**11. Schools Controlled – £622,000 (58.4%) under spend**

- i. Approval is sought to re-profile **£677,000** into future years and net addition to the scheme of **£55,000** in relation to the Schools Devolved Formula Capital grant and schools cash balances, which the authority holds on behalf of Essex Schools and have no control over the spend, for transactions that do not meet the capitalisation criteria.

## Appendix J – ECC Reserves and their Purpose (1 of 2)

Restricted Use Funds	Description
A130 PFI	Equalise the timing differences between expenditure and government grant over the life of the PFI contract.
Building Schools for the Future PFI	Equalise the timing differences between expenditure and government grant over the life of the PFI contract.
Clacton Secondary Schools PFI	Equalise the timing differences between expenditure and government grant over the life of the PFI contract.
COVID Equalisation Reserve	Equalise the timing differences between the recognition of emergency funding in the Comprehensive Income and Expenditure Statement and incurring the expenditure.
Debden PFI	Equalise the timing differences between expenditure and government grant over the life of the PFI contract.
Grants Equalisation reserve	Equalise the timing differences between the recognition of grant income in the Comprehensive Income and Expenditure Statement (in accordance with Accounting Policy 2.6) and incurring the grant eligible expenditure.
Partnerships (not available for ECC use)	To retain unspent contributions from partners and apply them in subsequent years.
Schools (not available for ECC use)	Schools are permitted to retain unspent resources (whether planned or unplanned), which are held in the Schools Reserves. The statutory authority to commit such resources rests with school governors.
Trading Activities	Surpluses generated by trading activities, to be applied by these activities in subsequent years.
Waste Reserve	To smooth the effects of future increases in the costs of waste disposal.

## Appendix J – ECC Reserves and their Purpose (2 of 2)

Earmarked Reserves	Description
Adults Digital Programme	Used to meet the costs of the Adults Digital Transformation programme.
Adults Risk	To help manage commercial price pressures that may arise from meeting cost of care
Adults Transformation	To set aside resources to support change capacity to deliver ongoing future sustainability work
Ambition Fund	Reserve created to fund investment in new delivery models and ways of working.
Bursary for trainee carers	New reserve created in the 2019/20 Provisional Outturn report to fund bursaries for trainee carers.
Capital Receipts Pump Priming	Used to meet costs associated with bringing properties into readiness for disposal.
Carbon Reduction Reserve	Used to finance measures aimed at reducing the Council's carbon footprint and support the costs of the Carbon Reduction Credit scheme.
Carry Forwards Reserve	Used to carry under spends in the current financial year forward to support expenditure plans in the forthcoming financial year.
Childrens Risk	To help manage potential price and volume pressures that may arise in the provision of Children's Services
Childrens Transformation	To support transformation capacity to deliver the Childrens Sustainability programme
Collection Fund Investment Risk Reserve	Established to mitigate the risks of falling collection rates for council tax and non-domestic rates.
Commercial Investment in Essex Places Reserve	Established to set aside funding for commercial investment in Essex Places that align to the Council's housing growth and town centre agendas.
Community Initiatives Fund	To fund revenue and capital community initiatives.
EES Pensions Deficit Reserve	Earmarked reserve to cover future costs that may arise as a result of pensions arrangements following the sale of EES.
Emergency Reserve	To help deal with risk around increased market fragility, exit from the EU, capacity issues across social care, as well as general risks around delivery and demand.
Emergency Planning	To meet costs associated with emergency planning.
Equalities Reserve	To set aside resources to support the focus on the people and places where the council can make the biggest difference to improve lives
Essex Climate Change Commission Reserve	Can be drawn upon by the Essex Climate Change Commission to fund initiatives to reduce carbon emissions and promote Green Infrastructure initiatives.
Essex Crime and Police	To support the set up costs and subsequent financing of the Essex Crime and Police Panel
Everyone's Essex Reserve	To set aside resources to support delivery of the Everyone's Essex strategy for levelling up the county and improving lives and opportunities for all our residents
Future Capital Funding	Comprises revenue contributions to be used to supplement the resources available to finance future capital expenditure.
General Balance	Reserve set aside to allow the Council to deal with unexpected events or costs at short notice.
General Risk Reserve	To support against inflationary risk for future years
Health & Safety Reserve	Used to meet the costs of undertaking asbestos, legionella and Disability Discrimination Act surveys.
Insurance	Provides for future potential and contingent liabilities for insurance claims.
Newton Reserve	Funds bequeathed to the Council for use by the Essex Records Office
Property Fund Reserve	Reserve created to manage the risks associated with landlord responsibility (e.g. gaps in occupancy).
Quadrennial Elections Reserve	Reserve established to meet costs associated with the Council's quadrennial elections.
Renewal Fund	To support COVID-19 recovery activity.
Social Distancing and Hygiene	To support new burdens on the Council to manage social distancing requirements.
Technology and Digitisation	To set aside resources to meet the future cost of replacing key council's technology systems.
Transformation	Used to meet costs associated with project management and change management aspects of the Council's ambitious programme of transformation.

## Appendix K – Restricted use and other revenue reserves

### EARMARKED RESERVES

	Balance at	2021/22 movements		Balance at	2022/23 movements		
	1 April 2021	Contributions to reserves	Withdrawals from reserves	31 March 2022	Budgeted approp to/(from) reserves	(Withdrawals) / Contributions	Est. Balance at 31 March 2023
	£000	£000	£000	£000	£000	£000	£000
<b>Restricted use</b>							
Grants equalisation reserve	50,409	11,607	(25,177)	36,839			36,839
COVID equalisation reserve	37,496	32,489	(29,216)	40,769	(1,831)	(20,000)	18,938
PFI equalisation reserves							
A130 PFI	36,448	988	(9,255)	28,181	(10,308)		17,873
Clacton secondary schools' PFI	740	343	(123)	960		(312)	648
Debden PFI	964	1,307	(528)	1,743		(173)	1,570
Building Schools for the Future PFI	823	128	287	1,238		798	2,036
Waste reserve	116,850	7,178	(9,159)	114,869	(6,209)	(3,728)	104,932
Schools	43,601	9,045	(3,435)	49,211			49,211
Partnerships	1,764	637	(25)	2,376			2,376
Trading activities	1,341	173	-	1,514	(304)	304	1,514
<b>Total restricted use</b>	<b>290,436</b>	<b>63,895</b>	<b>(76,631)</b>	<b>277,700</b>	<b>(18,652)</b>	<b>(23,111)</b>	<b>235,937</b>
<b>Future capital funding</b>	<b>9,847</b>	<b>11,590</b>	<b>(7,000)</b>	<b>14,437</b>	<b>14,674</b>	<b>(16,483)</b>	<b>12,628</b>
<b>Other revenue reserves</b>							
Adults Digital programme	1,288	247	(1,260)	275		(247)	28
Adults Risk	-	14,259	(38)	14,221		(6,683)	7,538
Adults Transformation	3,500	9,218	-	12,718		(6,776)	5,942
Ambition Fund	16,578	6,598	(16,652)	6,524	8,800	(9,552)	5,772
Bursary for trainee carers	500	-	(162)	338		(338)	-
Capital receipts pump priming	4,204	(170)	-	4,034	6,000	(2,500)	7,534
Carbon Reduction reserve	1,096	-	(114)	982	(114)	(192)	676
Carry Forwards reserve	21,273	24,704	(21,233)	24,744		(24,744)	-
Childrens Risk reserve	-	-	-	-	2,500	(625)	1,875
Childrens Transformation	1,314	6,019	(146)	7,187		(1,859)	5,328
Collection Fund investment risk reserve	4,029	13,843	(10,286)	7,586	9,497		17,083
Commercial Investment In Essex Places reserve	12,583	3,094	(18)	15,659	(170)	(800)	14,689
EES Pension Deficit reserve	4,000	-	-	4,000			4,000
Emergency reserve	12,564	5,000	-	17,564	9,094	(9,087)	17,571
Equalities reserve	-	10,261	(10,000)	261			261
Essex Climate Change Commission reserve	5,000	53	(722)	4,331		(2,730)	1,601
Everyone's Essex reserve	-	47,600	(328)	47,272	1,000	(15,333)	32,939
General Risk reserve	-	13,859	-	13,859		(13,859)	-
Health and Safety reserve	2,812	2,579	(735)	4,656		(103)	4,553
Insurance	7,498	-	(1,238)	6,260			6,260
Property Fund reserve	977	325	-	1,302			1,302
Quadrennial Elections reserve	925	500	(426)	999	500		1,499
Renewal Fund	27,900	273	(25,650)	2,523			2,523
Technology and Digitisation	8,749	13,034	(10,142)	11,641	10,000	(13,033)	8,608
Transformation	54,686	5,538	(11,719)	48,505	11,823	(12,500)	47,828
Other reserves	1,796	377	(376)	1,797	350	(350)	1,797
<b>Total other revenue reserves</b>	<b>193,272</b>	<b>177,211</b>	<b>(111,245)</b>	<b>259,238</b>	<b>59,280</b>	<b>(121,311)</b>	<b>197,207</b>
<b>Total</b>	<b>493,555</b>	<b>252,696</b>	<b>(194,876)</b>	<b>551,375</b>	<b>55,302</b>	<b>(160,905)</b>	<b>445,772</b>

## Appendix L – General Balance

GENERAL BALANCE	
General Balance	£000
Actual Balance 31 March 2021	68,096
<b>Subsequent movements</b>	
Approved contributions	-
Approved withdrawals	-
<b>Budgeted balance at 31st March 2022</b>	<b>68,096</b>
<b>Movements as a consequence of the Revenue Outturn Position</b>	
Contributions	-
Withdrawals	-
<b>Actual balance at 31 March 2022</b>	<b>68,096</b>

## Appendix M – Prudential Indicators

Prudential Indicators - Summary			
		Approved Indicator	Provisional Outturn
Affordability			
Incremental impact on Council Tax of 2021/22 and earlier years' 'starts'	£	£103.43	£100.46
Ratio of financing costs to net revenue streams (excl. gen. govnt. grant )	%	9.7%	8.9%
Ratio of financing costs to net revenue streams (incl. gen. govnt. grants )	%	8.8%	7.8%
Prudence			
Net borrowing and Capital Financing Requirement		Net borrowing is below the medium term forecast of the CFR	
Capital Expenditure			
Capital expenditure	£m	290	221
Capital Financing Requirement (excluding credit arrangements )	£m	1,081	1,018
External Debt			
Authorised limit (borrowing only )	£m	1,030	N/A
Operational boundary (borrowing only )	£m	910	N/A
Actual external borrowing (maximum level of debt during year)	£m	N/A	627
Treasury Management			
Interest rate exposures			
Upper limit for exposure to fixed rates			
Net exposure	£m	1,030	247
Debt		100.0%	100.0%
Investments		100.0%	80.5%
Upper limit for exposure to variable rates			
Net exposure	£m	309	222
Debt		30.0%	1.8%
Investments		100.0%	38.4%
Maturity structure of borrowing (upper limit)			
Under 12 months	%	40.0%	2.0%
12 months & within 24 months	%	40.0%	1.9%
24 months & within 5 years	%	40.0%	7.8%
5 years & within 10 years	%	40.0%	16.5%
10 years & within 25 years	%	75.0%	29.4%
25 years & within 40 years	%	40.0%	29.7%
40 years & within 50 years	%	20.0%	0.0%
50 years & above	%	20.0%	12.7%
Total sums invested for more than 364 days			
Authorised limit	£m	50	N/A
Actual sums invested (maximum position during year )	£m	N/A	10
Summary			
All Treasury Management activities have been undertaken in accordance with approved policies and procedures.			
External debt is within prudent and sustainable limits.			
Credit arrangements have been undertaken within approved indicators			
Maturity Structure of borrowing: maturity dates for market loans are based on the next review date, not the final maturity date.			



## Appendix N – Treasury Management Summary

TREASURY MANAGEMENT SUMMARY - 2021/22						
	Actual Balance 1 April	Movements			Balance at 31 March	Interest payable / (earned) to date
	£000	Raised £000	Repaid £000	Net movement £000	£000	£000
<b>Borrowing</b>						
Long Term	599,840	5,054	(12,035)	(6,981)	592,859	19,790
Temporary	21,157	1,999	(16,000)	(14,001)	7,156	-
<b>Total External Borrowing (A)</b>	<b>620,997</b>	<b>7,053</b>	<b>(28,035)</b>	<b>(20,982)</b>	<b>600,015</b>	<b>19,790</b>
<b>Investments</b>						
Long Term	10,000	-	-	-	10,000	(403)
Temporary	549,000	20,823	-	20,823	569,823	(507)
<b>Total External Investments (B)</b>	<b>559,000</b>	<b>20,823</b>	<b>-</b>	<b>20,823</b>	<b>579,823</b>	<b>(910)</b>
<b>Net indebtedness (A-B)</b>	<b>61,997</b>	<b>(13,770)</b>	<b>(28,035)</b>	<b>(41,805)</b>	<b>20,192</b>	<b>18,880</b>

<b>Borrowing</b>	
Average long term borrowing over period to date (£000)	<b>584,421</b>
Opening pool rate at 1 April 2021	<b>3.43%</b>
Weighted average rate of interest on new loans secured to date	<b>N/A</b>
Average pool rate for year	<b>3.45%</b>
<b>Investments</b>	
Average daily cash balance over period to date (£000)	<b>638,801</b>
Average interest earned over period	<b>0.14%</b>
Benchmark rate - average 7 day LIBID rate	<b>-0.05%</b>

**Forward Plan reference number: FP/350/03/22**

<b>Report title: Adoption of the ECC Procurement Strategy 2022/23 to 2024/25</b>	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Chris Whitbread, Cabinet Member for Finance, Resources and Corporate Affairs	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Melanie Evans, Director – Procurement Email: <a href="mailto:melanie.evans2@essex.gov.uk">melanie.evans2@essex.gov.uk</a>	
<b>County Divisions affected:</b> All Essex	

**1. Everyone's Essex**

- 1.1 Procurement is a key enabler to delivery of the Council's overarching strategic aims. Seventy per cent of the Council's budget is spent on commissioned services and it is essential that the value of every pound spent is maximised to support the aims of Everyone's Essex.
- 1.2 The previous Procurement Strategy was valid from June 2018 to April 2022 and has therefore expired. The Procurement Strategy is aimed at everyone in the organisation with a role to play in delivering services in the external market. A new Procurement Strategy is required to support the organisation to understand the Council's approach to procurement and their role in supporting its delivery.
- 1.3 The Council's Procurement Strategy has been updated to bring it in line with the Everyone's Essex priorities, including the Levelling Up agenda, detailing how the organisation's approach to Procurement will support the Council to achieve its strategic aims within its financial constraints.

**2 Recommendations**

- 2.1 Adopt the Council's Procurement Strategy 2022/23 to 2024/25 as appended to this report.
- 2.2 Agree that implementation of the Strategy will commence on 1st July 2022.
- 2.3 Agree that the Cabinet Member for Finance, Resources and Corporate Affairs is authorised to agree any changes at the light touch annual review points in April 2023 and April 2024 prior to the full refresh of the Strategy in April 2025.

**3 Background and Proposal**

- 3.1 Essex County Council has an existing Procurement Strategy 2018/19 to 2021/22. A new strategy has been produced to take account of changes to the world since

the current strategy was adopted, taking account of Everyone's Essex and the latest priorities for procurement within the organisation.

- 3.2 There are major changes and challenges ahead for procurement including inflation predicted to reach 10%, a 40-year high, by Quarter 4 2022. With the majority of the Council budget being spent in the external market, there is a significant role for procurement to play in supporting the organisation to meet the growing financial challenge. Alongside this, as a result of the UK's exit from the EU, there is new Procurement legislation expected in 2023. This will bring greater opportunity to align procurement practice with local priorities and the organisation needs to ensure it takes full advantage of the changes coming to maximise the benefit to Essex residents. The Procurement Strategy articulates these challenges and the priorities ahead to ensure a common understanding across the Council and a clear focus on delivery of the required outcomes.
- 3.3 The Procurement Strategy sets out the Council's approach to procurement, detailing how it supports delivery of the overarching organisational objectives and setting a framework within which procurement will be delivered within ECC. It sets out the priorities for the Procurement Service over the three-year period covered by the Strategy as well as the roles and responsibilities within the Council relating to procurement activity.
- 3.4 The main changes to the Council's Procurement Strategy dated June 2018 are detailed below. The changes will ensure that procurement within ECC remains aligned to wider organisational objectives and that appropriate focus is given to priority areas such as financial sustainability, delivery of social value within Essex and supporting the Council's goal of reaching net zero by 2030. It articulates the priorities for the Procurement Service over the three-year period covered by the Strategy to give a clear direction and focus for the Service and greater visibility to the wider organisation.
- 3.5 The main changes include:
  - 3.5.1 Reference to Everyone's Essex, strategic aims and commitments.
  - 3.5.2 Reference to the Council's Levelling Up agenda including the priority locations and cohorts.
  - 3.5.3 Updated information relating to the Council's budget and financial position including the growing financial challenge given the macro-economic outlook.
  - 3.5.4 Alignment of the vision for Procurement Services to the overarching aims of the Council.
  - 3.5.5 Articulation of the priorities for Procurement over the period 2022/23 to 2024/25 including an increased focus on supporting the organisation with its financial challenge over the short to medium term.

- 3.5.6 Strengthening of the Strategy with regards to social value and climate as key priority areas, referencing the Social Value Policy approved by Cabinet in December 2021.
- 3.5.7 Reference to the Council's new approach to the Equalities Comprehensive Impact Assessment, to include Levelling Up, impact on health inequalities and geographical groups, impact on families with children, digital accessibility and impact on climate.
- 3.5.8 A new section including the measures of success of the Strategy. These measures include areas such as delivery of savings and efficiencies, Social Value delivered through suppliers and reduction in carbon emissions through the supply chain.
- 3.6 A light touch review of the Procurement Strategy will be conducted annually in April 2023 and April 2024 in advance of the Strategy expiring in April 2025. The aim of the light touch review is to ensure that all of the content remains relevant and to refresh any out-of-date material to keep the Strategy live and current. This would include a review of the organisational aims and priorities (the current Everyone's Essex plan is valid between 2021-2025), an update of the financial context for the Council and a review and refresh of the priorities for the three-year period to make sure they remain reflective of the ambition for the Procurement Service. It is proposed that the Cabinet Member for Finance, Resources and Corporate Affairs will approve any changes required with the full refresh due in April 2025 going to Cabinet for approval.

## **4 Links to our Strategic Ambitions**

- 4.1 This report links to the following aims in the Essex Vision
- Enjoy life into old age
  - Provide an equal foundation for every child
  - Strengthen communities through participation
  - Develop our County sustainably
  - Connect us to each other and the world
  - Share prosperity with everyone
- 4.2 The updated Procurement Strategy supports delivery of all of the aims in the Essex Vision in that the Procurement Service covers commissioned services across all areas of the organisation. The focused work on Climate and Social Value particularly supports delivery of 'developing our County sustainably' and 'share prosperity with everyone'.
- 4.3 The Procurement Strategy makes overt reference to the Council's climate ambitions and the need to support this through embedding climate considerations throughout the procurement lifecycle. Over 90% of the organisation's carbon emissions are through the supply chain, rather than what it directly produces.

4.4 This report links to the following strategic priorities in the emerging Organisational Strategy 'Everyone's Essex':

- A strong, inclusive and sustainable economy
- A high quality environment
- Health wellbeing and independence for all ages
- A good place for children and families to grow

## **5 Options**

### **5.1 Option 1 – Do nothing – not recommended**

The Procurement Strategy expired in April 2022 and is no longer reflective of the Council's strategic aims and objectives.

Without an agreed corporate-wide strategy there is a risk that the Council's approach to Procurement does not fully align with the organisation's wider goals and key priority areas are not delivered.

This option is therefore not recommended.

### **5.2 Option 2 – Approve the updated Procurement Strategy – recommended option**

This option is recommended as the current Strategy expired in April 2022.

The new strategy will bring the Council's Procurement Strategy in line with the current wider organisational aims and objectives and will provide guidance to officers undertaking procurements. The Procurement Strategy will assist in ensuring that procurements comply with both statutory requirements and the Council's own constitutional requirements.

There will be a light touch review of the Strategy annually in April 2023 and April 2024 before a full refresh of the Strategy is carried out for 2024/25.

## **6 Issues for consideration**

### **6.1 Financial implications**

6.1.1 The recommendations presented in this report do not request funding or additional budget allocation.

6.1.2 There are no direct cost implications to Essex County Council that can be quantified through implementation of the Procurement Strategy recommended in this report.

6.1.3 Whilst not directly quantifiable within the Procurement Strategy, it is expected that the implementation of the Procurement Strategy will enable ECC to continue

to identify savings and ensure value for money while meeting wider organisational aims and objectives.

- 6.1.4 An ongoing, strong Procurement Strategy and approach is essential to help support in mitigating present and future challenges. Based on current rising inflation levels that are predicted to widen the council's budget gap in future years.

## **6.2 Legal implications**

- 6.2.1 It is important that any policy is clear and sets out the framework within which the council intends to operate. Procurement as an activity is becoming increasingly litigious and a failure to follow a procurement policy or give sound reasons why it is not being followed, or if the policy is itself flawed could give rise to legal challenges.
- 6.2.2 A good overarching procurement strategy can clear guidance for officers when procuring goods and services, whilst at the same time supporting the organisation's priorities and strategic themes.
- 6.2.3 The Procurement Strategy should offer clear guidance to ensure procurements comply with both statutory requirements and the Council's own constitutional requirements.
- 6.2.4 If the Council does not have a Procurement Strategy, it will increase the risk of procurements not supporting the priorities of the organisation and potentially increase the risk of non-compliant procurements.

## **7 Equality and Diversity Considerations**

- 7.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).



- 7.3 The Equalities Comprehensive Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic. Any impact will be positive as the updated Procurement Strategy puts the organisation's strategic aims at the heart of it and the focus on Social Value and Climate in particular will further the Levelling Up ambitions.

## **8 List of Appendices**

8.1 Updated Procurement Strategy 2022/23 to 2024/25

8.2 Equality Comprehensive Impact Assessment

## **9 List of Background papers**

None

---

# **Essex County Council**

## **Procurement Strategy**

**2022/23 – 2024/25**

**Version 0.3  
July 2022**



Essex County Council

---

### **Product Control Page**

<b>Issue Control</b>		
<b>Version</b>	<b>Date</b>	<b>Description</b>
0.1	January 2022	Initial Update
0.2	April 2022	Updated with comments from Heads of Procurement
0.3	May 2022	Updated with comments from Executive Director, Corporate Services

---

## CONTENTS

<b>Foreword</b>	4
<b>Introduction</b>	5
- Essex County Council	5
- The Council's Spend	7
<b>Procurement</b>	8
<b>Vision</b>	9
<b>Objectives</b>	9
<b>Priorities for next 3 Years</b>	10
<b>The Council's Approach to Procurement</b>	11
- Category Management	11
- Supplier Relationship & Contract Management	12
- Market Management	12
- Market Development	13
- End User Engagement	13
- ESG (Environment, Social and Governance) in Procurement	13
- Public Sector Equality Duty	14
<b>Roles and Responsibilities</b>	15
- Procurement	15
- Functions	16
- Members	16
<b>Measuring Success of the Strategy</b>	17
<b>Next Steps</b>	17
<b>Glossary</b>	18

---

## FOREWORD

Essex County Council spends circa. £1.2 billion annually on goods, services and works with external organisations. The organisation has an ambitious agenda under the Everyone's Essex plan to deliver a thriving County where levelling up in its broadest sense is a reality and where the value of every pound spent is maximised in pursuit of these goals.

It is equally recognised that the macro-economic outlook is highly volatile and uncertain. In March 2022, inflation (CPI) reached 7% as a result of the combined impact of the COVID pandemic and the war in Ukraine and this is forecast to peak at 10% in Q4 2022, the highest inflation seen in 40 years, before falling back in 2024. Most of this inflationary risk sits in the market and it is imperative that effective procurement practice is deployed to support the organisation in identifying savings and efficiencies to bridge an ever-increasing forecast budget gap.

This latest version of the Procurement Strategy aims to further align to the new Everyone's Essex organisational plan; meet the financial challenge through delivery of savings; prepare for new procurement regulations with enhanced flexibilities; drive forward collaboration with Essex Anchor partners and more integrated working with the NHS; maximise the use of technology to support efficiency in ways of working and continue to develop the skills and capabilities of the Procurement Service to be recognised as being at the forefront of excellence in public sector procurement.

Procurement has a major impact on many aspects of life in Essex, including economic development, social factors and the environment. Collaboration with our partners, communities and residents is key to meeting our organisational priorities and best outcomes for residents within our financial means. We will continue to develop and enhance these relationships, maximising outcomes for Essex residents.

The Procurement Team will continue to support an innovative, commercial and entrepreneurial culture across the organisation, ensuring the Council maximises the value of every pound spent and looks creatively at opportunities to drive income generation to maintain overall financial sustainability.

ECC is committed to the delivery of an effective Procurement Strategy and will continue to set high standards being recognised by peers as the leading procurement team in local government.



**Cllr Chris Whitbread**

Cabinet Member for Finance, Resources and Corporate Affairs

---

## Introduction

- 1.1. This Procurement Strategy defines our organisational approach to procurement and has been developed to support everyone within the Council that has a role to play in delivering services within the external market. It equally supports the Procurement Service by articulating the priorities for the coming three years. Success of the Strategy will be measured in line with the metrics set out in section 8.
- 1.2. It sets out how the Council aims to further improve procurement activity over the next 3 years. It outlines the vision for the Team in the organisation and sets objectives which underpin the Council's overall approach. Commitment is required at all levels and across the organisation ranging from the corporate and political leadership teams to individual service areas to help deliver this Strategy.

### Essex County Council

- 1.3. Essex County Council is one of the largest county councils in England, in one of the most populous, complex and diverse counties of the country.
- 1.4. Essex County Council has developed a new plan, Everyone's Essex, aimed at levelling up the County in a post-pandemic world and it covers four key areas:
  - Economy
  - Environment
  - Health
  - Family
- 1.5. Each key area is supported by five commitments:

#### Economy

1. Good jobs
2. Levelling Up the Economy
3. Infrastructure
4. Future growth and investment
5. Green growth

#### Environment

6. Net zero
7. Transport and built environment
8. Minimise waste
9. Levelling Up the Environment
10. Green communities

#### Health

11. Levelling Up Health
12. Healthy Lifestyles
13. Promoting independence
14. Place-based working
15. Carers



---

Family

16. Education outcomes
17. Levelling Up Outcomes for Families
18. Family Resilience and Stability
19. Safety
20. Outcomes for vulnerable children

1.6. Everyone's Essex also recognises the importance of delivering excellence in core service delivery, whether for universal services that touch every resident in Essex or those that target specific user groups, often the most vulnerable residents. Excellent value for money services lie at the heart of our role as a Council and Essex County Council has a strong record for delivering excellent, value for money services. In order to continue to improve the quality and cost effectiveness of our services, Everyone's Essex highlights five key elements:

- Addressing the causes that drive demand
- Investing in early intervention
- Sustaining excellence
- Collaborating with partners
- Empowering communities

1.7. At the heart of the Everyone's Essex ambition is the focus on levelling up coming out of the COVID-19 pandemic. A white paper has been produced highlighting why it is a priority for Essex, what it means and what the priority places and cohorts are for focused activity. By levelling up, we mean that everyone should have the opportunity to succeed in life and fulfil their potential; and that all places and communities should be able to share in this. The priority places have been agreed as:

1. Tendring
2. Basildon housing estates
3. Colchester housing estates
4. Harlow
5. Rural Braintree
6. Canvey Island

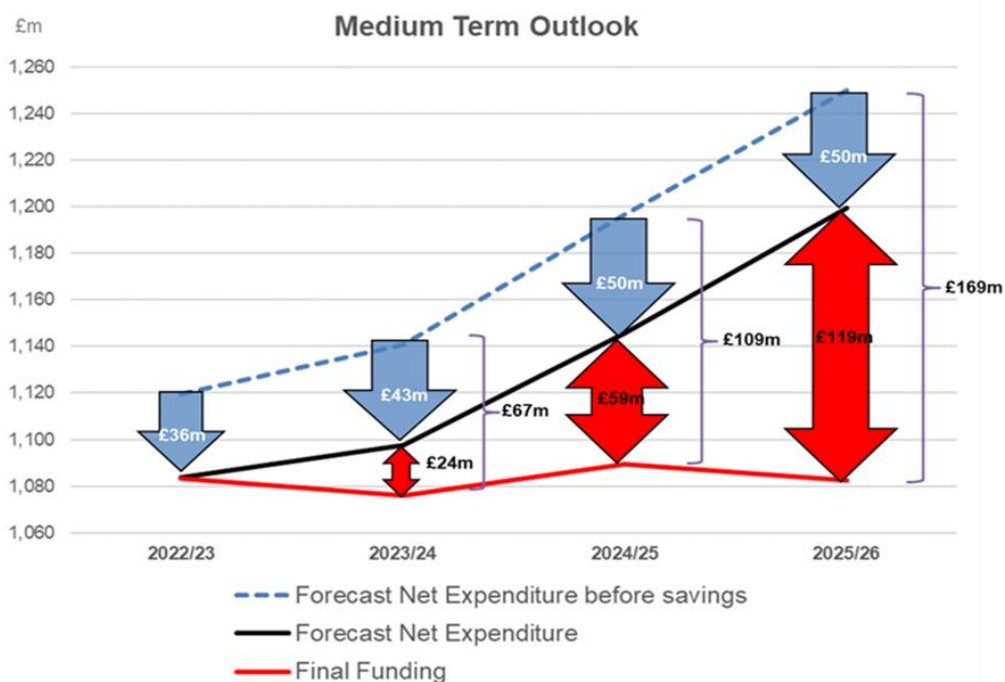
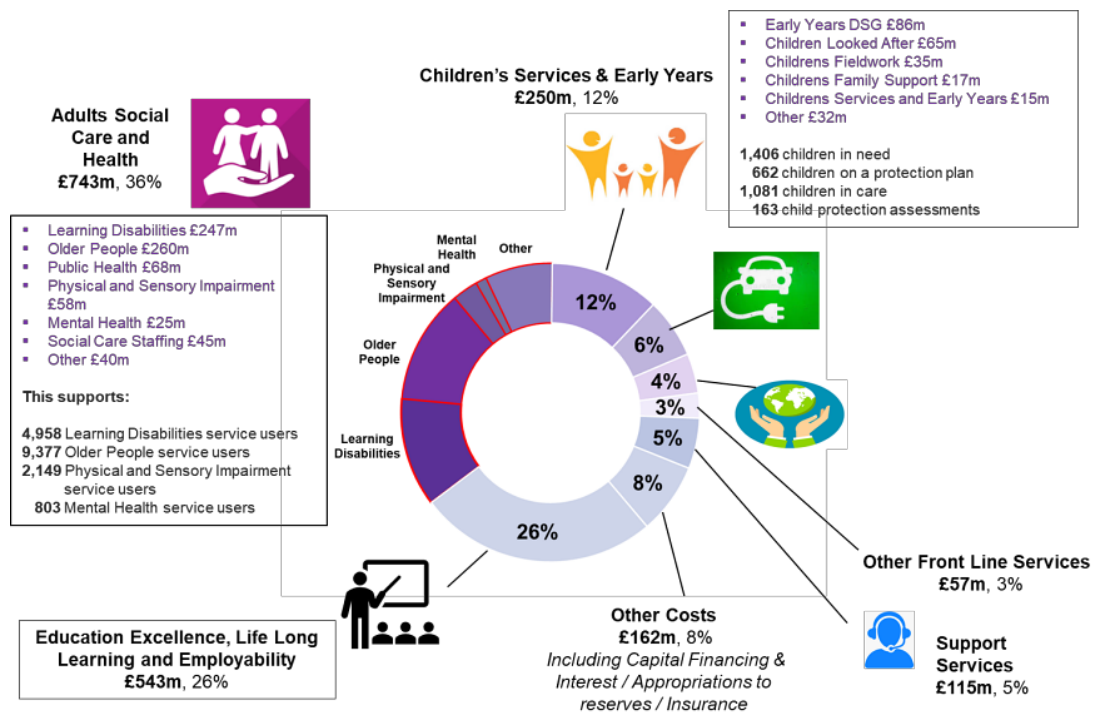
And the priority cohorts, regardless of location, as:

1. Children and adults with SEND, learning disabilities, or mental health conditions (taking an all age approach)
2. Children on free school meals
3. Working families
4. Young adults (16-25) who have not been in education, training or employment for around 6-12 months

1.8. This Procurement Strategy has been developed to support the strategic aims of the Council.

## The Council's Spend

1.9. The Council's projected gross expenditure budget in 2022/23 is circa £2.1bn, inclusive of Dedicated Schools Grant (DSG). The revenue element is £1.87bn and is broken down as per the below visual. The Council's third party spend (across revenue and capital) in 2021/22 was circa £1.2 billion on goods, works and services with external suppliers.



---

1.10. The importance of professional procurement to the Council is clear. There is a projected budget shortfall by 2025/26 of c£119m after known savings are factored in so effective commissioning decisions are essential to enable the Council to invest in its priority areas.

1.11. It is clear that the macro economic outlook is unpredictable with inflation running significantly higher than original projections (forecast to reach 10% by Q4 2022 Vs 5% when the 2022/23 budget was set). Energy and fuel prices are of particular concern and a shortage of labour and key commodity items is causing supply chain disruption and leading to increasing costs. The medium term financial outlook is worse than originally assumed and the role of effective commissioning and procurement even more important to ensure the Council delivers its challenging savings targets and remains financially sustainable

1.12. The Council also recognises the importance of using its commissioned spend to further its wider organisational priorities, ensuring the value is maximised to further the economic development of Essex and wider climate ambitions.

## **2. Procurement**

The Procurement Function will:

- Ensure the Procurement Strategy, Policy and supporting Procedures are aligned to wider organisational priorities set out in the Everyone's Essex plan, looking to maximise the value of every pound spent on commissioned services to benefit Essex residents and businesses
- This includes evolving the approach to Social Value in line with Council priorities and ensuring climate considerations are embedded throughout the procurement lifecycle to support the organisation's ambition to move to net zero
- Act as a Centre for Excellence in Procurement to ensure the Council remains at the forefront of professional procurement practice
- Work collaboratively with partners in Essex and beyond to improve public services and maximise value for money to benefit Essex residents
- Work with the organisation to lead the development of Category Strategies covering all areas of third party spend, aligning business priorities with market expertise to find innovative and value for money solutions.
- Manage all strategic suppliers and contracts.
- Effectively manage procurement and supply chain risk for the Council.
- Lead all medium and high risk tendering activity for the Council.
- Support the organisation to develop the required procurement knowledge to facilitate self-serve of low value sourcing and low risk contract management
- Lead the development of markets to meet existing and emerging needs and to ensure Council priorities can be delivered.
- Use Data & Insight effectively as standard to drive improved decision making in relation to commissioned services

---

### 3. Vision

#### 3.1. The vision for the Procurement team is:

“Realising Essex’s Potential Through our Suppliers” and our ambition is to be:

- Recognised by our peers as being the best procurement function in the public sector
- Recognised by internal customers as enabling and driving transformational change
- Recognised by partners as driving collaboration across the public sector
- Recognised by the market as an attractive and priority customer

We will achieve our vision and ambition through:

- Working in partnership as standard to harness the collective capabilities of internal experts, suppliers/markets and partners to deliver the best value for money outcomes for Essex residents
- Investing in our workforce, policies and procedures to ensure we remain at the forefront of best practice within Procurement
- Aligning our approach and our supply chain strategy to support and enable organisational priorities and maximise the value from every pound spent
- Harnessing the power of intelligence and insight to develop forward thinking category strategies that push boundaries and drive transformational change
- Doing the ‘basics’ to the highest standard, delivering excellence in sourcing and contract management to ensure services continue to produce the expected outcomes for Essex and maximise commercial value

### 4. Objectives

4.1. To support the delivery of our strategic aims, and ensure that savings are delivered and sustained, the following objectives have been agreed:

- Improve procurement capabilities and use Category Management to support delivery of better public services and delivery of corporate objectives;
- Continue to adopt a robust supply chain management methodology to manage suppliers and to drive improved relationships of mutual benefit;
- Stimulate and shape markets and build supplier capability where necessary;
- Collaborate with Essex partners and other organisations or agencies to maximise procurement benefits to the wider Essex system;
- Align procurement activities to strategic aims;
- Facilitate the development and implementation of appropriate category strategies to assist the Functions deliver savings, through more effective procurement.
- Maintain the balance between innovation and risk and cost and quality;
- Embed appropriate policies and procedures in order to reduce risk and demonstrate fair and efficient practices;

- Maintain compliance, accountability and controls through improved procurement governance arrangements;
- Conduct procurement in accordance with the sustainable procurement aims of the Council;
- Simplify and 'lean' procurement processes wherever possible.
- Embed social value and climate considerations in the sourcing process and throughout the contract lifecycle
- Maintain and enhance the Council's CIPS Corporate Certification

## 5. Priorities for Next 3 Years

- 5.1. Procurement will have a critical role to play in supporting the organisation to meet the significant financial challenges over the short to medium term horizon given inflation is forecast to reach a 40 year high by Q4 2022. The team will work collaboratively with service areas and corporate colleagues to identify areas for savings and efficiencies to offset the ever growing budget gap (currently predicted to reach £79m in 2023/24).
- 5.2. Procurement within the Public Sector is entering a period of significant change. As a result of the UK's exit from the European Union new legislation is coming into force in 2023 and will enable greater freedoms to align procurement practice to local and national priorities as well as increased flexibility to design procurement processes to meet the specific requirements for a particular commissioned service. This brings great opportunity but also an implementation and cultural challenge organisationally. A top priority for the coming year will be to adequately embrace and prepare for a new legislative framework both from a process and policy perspective but also in supporting the team and wider stakeholders to fully grasp the opportunities these increased flexibilities will bring.
- 5.3. Alongside new Procurement Legislation there is a new framework for Health and Social Care integration with Statutory Bodies being created to support increased join-up between NHS and Local Government. This will inevitably result in a new approach to Commissioning and Procurement of services, potentially on a more localised footing on occasion and the Procurement team will have to evolve and adapt to meet the increased drive for integrated working.
- 5.4. Technology is a key enabler and a focus for the coming three years will be on first identifying where technology solutions can enable Procurement to better support organisational outcomes and drive efficiency in ways of working and then develop and deliver a technology roadmap to support this to happen.
- 5.5. Procurement is continuing to ensure it is aligned to wider Council objectives and a key priority is to evolve our approach to Social Value and also to embed Climate and Ethical Procurement considerations within Commissioning and Procurement practice. The aim is to maximise every pound spent to benefit the residents and businesses of Essex and to support the organisational goal of reaching net zero by 2030.

---

5.6. Essex County Council has an ambition to work more effectively across the Essex system. One area of potential is to look at opportunities to join up procurement activity more effectively. Work is ongoing to develop a structured approach to collaborative working with District partners to maximise the value of every pound spent to benefit Essex residents and businesses.

5.7. In support of the Council's ambition to support businesses in Essex to be successful, Procurement is leading a project to identify ways to streamline procurement policies and procedures, understanding and addressing the barriers faced by smaller organisations in accessing public sector business opportunities. There is an opportunity through our collaborative working with District partners to look at common processes and documentation that will further benefit SMEs within Essex.

5.8. The Procurement team recognises the power of data and insight to drive best decision making and will continue to develop this capability within the wider team to provide enhanced insight into commissioned services and support delivery of improved outcomes and value for money solutions.

5.9. Finally, we recognise that our people are our greatest asset and we need to embrace the new hybrid approach to work, investing in skills development, talent management and career progression opportunities to both attract new people but also retain our existing talent.

## **6. The Council's Approach to Procurement**

### Procurement Team Structure

The Procurement team covers the entire lifecycle from identification of business need, through to development of Category Strategies, Sourcing and then subsequent Market, Contract and Supplier Relationship Management. Teams are structured by Category as Procurement is market rather than internally focused although, generally, there is broad alignment to business structures and a business partnering approach is in place.

### Category Management

6.1. All procurement at the Council will follow a Category Management approach.

6.2. Category Management is a best practice methodology widely used in industry, which can be applied to all categories of expenditure. It is a cross-functional way of working with subject matter experts from across the Council, involving challenge, to align business priorities and needs with market capability and to identify creative solutions (and potentially sourcing) to deliver the best value for money outcomes.

6.3. It is a structured approach, which focuses on three key components:



- Total Costs - not just about price, as it includes quality, service and delivery over the total lifetime of the product/service. Total cost management tools such as demand management, business process improvement and more traditional contract negotiations are used to remove costs.
- Analytical Rigour – evidence-based and involves extensive research, spend analysis and market investigation in determining the optimum way forward.
- Wide Input – an inclusive process, as it facilitates a cross-functional way of working, ensuring there is a broad-based input.

### Supplier Relationship and Contract Management

6.4. Supplier Relationship and Contract Management (SRCM) is the management of the network of businesses that are involved in the supply of goods and services. Effective SRCM is key to retaining the negotiated value and unlocking additional value for the Council. SRCM is an integral part of the Category Management approach and involves a continuous review of changing supply market conditions to ensure that supply opportunities and risks are understood. SRCM ensures that an appropriate level of management is applied to different levels of spend and risk and manages and reports performance against the organisation's key criteria and requirements.

6.5. The wider benefits of effective Supplier Relationship and Contract Management include:

- Increased openness, transparency and efficiency in the management of supply chains, which can offer benefits to all parties involved in delivering services.
- Improved ability to identify strengths, weaknesses, opportunities and threats in supply chains.
- Increased value for money and efficiency.
- Better visibility of the routes available to suppliers to gain access to opportunities.
- Improved communications with suppliers, and where appropriate clients.
- Improved early and ongoing communications ensuring the supplier's expertise is harnessed in any future service development opportunities.
- Enhanced relationship between client and supplier leading to increased opportunity for innovation and joint development for mutual benefit.
- Systematic and efficient management of contract creation, execution and analysis for maximising operational and financial performance and minimising risk

### Market Management

6.6. SRCM is appropriate for managing strategic contracts and suppliers but in certain categories, market management is a critical element of ensuring services are delivered and function as required. This is particularly the case in Social Care and in Passenger Transport where there are several hundred suppliers, many small and of relatively low value individually. Managing markets as well as more strategic relationships supports the following to be achieved:

- A coherent strategy for ensuring the market is functional and sustainable in the long term and continues to provide sufficient supply to meet demand
- Provides the basis for the market development work required (see below) to meet existing and emerging needs
- Improved relationships and dialogue with all suppliers within a category especially where there is a need to develop services to meet changing expectations and demands

### Market Development

6.7. Market Development works to:

- Establish a vibrant and sustainable market place to enable choices for Commissioners in order to best supply and serve the needs of the people of Essex;
- Develop, capture and map market intelligence for coming years, so that market intervention can be pre-planned and targeted at key service priorities;
- Analyse and interpret future demand for services in a commercial way that can then be matched to supply – working through category planning for example;
- Adjust and intervene in the market place to encourage collaboration and innovation in terms of size and mix of suppliers; further encourage and establish a wide range of sectors from which supplier originate including the third sector and collaboration amongst often larger private sector partners;
- Focus on sectoral development to meet ECC priorities – this may include targeted work to ensure that smaller organisations are equipped with skills and information to maximise bidding opportunities and remain a sustainable first choice supplier;
- Identify fragile or scarce market segments and stimulate these to maximise opportunities and create innovative and lasting service solutions.

### End User Engagement

6.8. The Council is committed to involving end users in the procurement process where appropriate, as we recognise they can provide valuable insight to

- inform needs assessment processes and activity;
- provide feedback into quality assurance processes and activity;
- provide insight into uptake and accessibility of services;

### ESG (Environmental, Social & Governance) in Procurement

6.9. ESG procurement is the purchase of goods, works and services in a socially and environmentally responsible way that delivers value for money and long term benefits to the Council and to Essex.

6.10. The Council is committed to maximising the value to Essex of every pound spent on commissioned goods and services through embedding approaches to:

- Social value
- Climate in procurement
- Ethical procurement

In December 2021, Cabinet approved a Social Value policy that articulates the importance to Essex of using its purchasing power to maximum effect and in support of organisational aims. ECC has adopted the national Themes, Outcomes and Measures (TOMs) approach developed nationally which has been customised to reflect the specifics within the County. Social value has been given up to 20% weighting in tenders and delivery of commitments are measured as part of the contract performance framework. Measures have been prioritised according to the level of alignment to organisational aims, with those relating to employment and climate given greatest weighting to encourage bidders to make commitments in these areas.

Whilst climate measures are given priority weighting within the Social Value policy it is clear that to achieve net zero ambitions more needs to be done to embed environmental considerations at every stage of the procurement cycle. The greatest impact can be made in ensuring the core specifications for goods and services reflect the ambition to reduce carbon emissions and other environmental considerations and deliver against the recommendations made by the Essex Climate Commission. Procurement has developed an action plan to support the organisation's ambitions in this area.

Ethical procurement looks to ensure supply chain practices are free from corruption, fraud, modern day slavery, human trafficking and wider issues such as child labour. The Council recognises its important role in tackling such issues both directly in Essex but also within its extended supply chain. The Council publishes a Modern Slavery Statement annually that sets out what it has achieved in the previous 12 months and what it will be doing moving forward to further address issues of this nature within its commissioned goods and services.

#### Public Sector Equality Duty

6.11. The Equality Act 2010 set out anti-discrimination law and requirements of the Public Sector Equality Duty (PSED). The PSED requires Essex County Council to have due regard when making decisions. Any decisions taken by the Authority must consciously consider the need to:

- Eliminate discrimination,
- Advance equality of opportunities
- Foster good relations

6.12. The Council has expanded beyond its legislative requirements to have due regard as to the impact of its decision on the nine protected characteristics to also include an assessment against the following:

- Levelling Up (priority cohorts and places)
- Impact on health inequalities and geographical groups
- Impact on families with children

- Digital accessibility
- Impact on climate change

An Equalities and Comprehensive Impact Assessment (ECIA) is completed at the start of any work to identify and mitigate any potential negative impacts and maximise what can be done that will have a positive outcome.

6.13. The ECIA will be utilised by the Procurement team to identify equality and wider considerations which need to be considered throughout the Category Management process by:

- Ensuring equality and wider issues are identified and clarify areas of responsibility
- Identifying any potential to widen market to increase the supplier diversity
- Assessing if equality or wider measures should be included to monitor impact and support delivery of the Authority's objectives
- Improving communications strategies
- Ensuring The Public Sector Equality Duty obligations are addressed when buying with and/or behalf of other parties.
- Encouraging, supporting and giving sufficient time to allow the formulation of any consortia when bidding for Authority's contracts.
- Where feasible, introducing smaller lots to encourage smaller business
- Encouraging the Authority's larger providers to support small, specialist or voluntary sector organisations via their supply chain engagement.
- Using the SRM process to innovate and monitor the Authority's PSED obligations.

## **7. Roles and Responsibilities**

7.1. The Procurement Team at the Council is led by the Director for Procurement as part of the wider Corporate Services function, who with a team of procurement professionals is responsible for the strategic direction of the Council's procurement activities.

### **Procurement**

7.2. The Procurement team work alongside Functions, other Support Services and service areas to develop and implement procurement strategies for the major projects and key areas of the Council's procurement spend, as well as managing markets, key supplier relationships and key contracts for the Council. Responsibilities include:

- Consult with the Council's Functions and service areas to develop, implement and manage delivery of the Council's Procurement Strategy.
- Lead on setting the corporate framework within which the Council's Procurement activities are conducted including provision of:
  - policies and procedures and procurement scheme of delegation
  - guidance and templates to support the procurement process

- 
- electronic tools to enable an efficient and transparent process
  - governance arrangements for award of contracts and scrutiny
  - measures and reporting including corporate contracts database
  - procurement skills and training framework
- Work collaboratively with functions and other support services to develop and implement a strategic approach to management of the Council's third party expenditure in support of wider Council goals.
  - Promote sustainable procurement methods to support delivery of the Council's corporate objectives, ensuring value for money is sustained long-term.
  - Identify opportunities for collaboration to leverage and influence the market.
  - Provide professional procurement expertise and advice to Council colleagues.
  - Lead on market management and agreed strategic supplier relationships and contract management.
  - Ensure procurement activities are performed in accordance with the Council's procurement policies, procedures and category plans and by those with delegated authority to perform those activities.

### Functions

7.3. Key responsibilities of Functions and service areas include:

- Support development and delivery of the Council's Procurement Strategy.
- Conduct procurement activity in accordance with the Council's procurement policies, procedures, category plans and only by those with delegated authority.
- Develop category plans with Procurement to identify and deliver desired outcomes.
- Embrace sustainable procurement and delivery of the Council's corporate objectives through procurement activities; always within the restraints of Council budgets and context of achieving and sustaining value for money.
- Provide timely and accurate information with regard to procurement activities.
- Participate in procurement training and development initiatives to keep abreast of changes in the procurement process.
- Work with Procurement to plan future procurement activity, seek professional procurement advice at the earliest opportunity; always with sufficient time to allow a procurement exercise to be performed.
- Specify requirements based on business need and aligned to wider Council goals, taking into account that non-essential requirements normally result in greater costs. Where possible specify requirements based on desired outcome, rather than how the outcome is to be met, to allow flexibility and innovation.
- Manage low value sourcing activity and low risk contracts utilising the framework developed by the Procurement function

### Members

7.4. The role of Members is based on their three-fold responsibility for (i) policy shaping, (ii) decision-making, and (iii) scrutiny. Their responsibilities are to be administered in a manner consistent with the Constitution of the Council. The primary responsibilities in relation to procurement are to:

- 
- Set the strategic direction of the Council's Procurement Strategy.
  - Align procurement decisions with the Council's corporate priorities and objectives.
  - Make decisions on awarding contracts on merit.
  - Monitor and review the performance of procurement.
  - Co-operate with any scrutiny relating to procurement in that it relates to a particular office of a Member.

## **8. Measuring Success of the Strategy**

8.1. Procurement will measure the success of this Strategy through the monitoring of performance measures aligned to the priorities and objectives articulated. These include

- Savings and efficiencies delivered through both sourcing and supply chain management activity
- Social value delivered through our suppliers (target of 50p per £ spent)
- Reduction in carbon emissions through the supply chain (baseline being established in May 2022)
- Savings, efficiencies and procurement activity delivered through collaborative working across the Essex system
- Proportion of spend with local suppliers and SMEs
- Internal measures of success such as audit ratings being at least satisfactory, vacancy level in team below 15% and employee engagement scores

## **9. Next Steps**

9.1. This Procurement Strategy will be reviewed on an annual basis and revised where necessary. A further review will be carried out in April 2023.



---

# Glossary

<b>CM</b>	Contract Management
<b>CIPS</b>	Chartered Institute of Procurement and Supply
<b>DSG</b>	Dedicated Schools Grant
<b>eSourcing</b>	Electronic Sourcing
<b>KPIs</b>	Key Performance Indicators
<b>QBR</b>	Quarterly Business Review
<b>SRCM</b>	Supplier Relationship and Contract Management
<b>SMEs</b>	Small, Medium Enterprises
<b>Social Value</b>	Public Services (Social Value) Act 2012
<b>VCS</b>	Voluntary Community Sector

**Forward Plan reference number:** FP/308/02/22

<b>Report title:</b> Framework for External Fostering Placements	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Beverly Egan, Cabinet Member for Children's Services and Early Years	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Chris Martin Director for Strategy Policy Commissioning, Children and Families <a href="mailto:chris.martin@essex.gov.uk">chris.martin@essex.gov.uk</a>	
<b>County Divisions affected:</b> All Essex	

## 1. Everyone's Essex

- 1.1 ECC is responsible for securing accommodation for children in their care, who cannot be placed with connected persons, in the most appropriate placement available. Fostering is one method of doing this.
- 1.2 The Essex Children in Care Commissioning Strategy sets out the Council's intentions to increase internal foster carers, that is those people who work directly with the Council to provide care. However, there is not sufficient capacity to be able to meet the demand for foster placements and so 'external' fostering placements are sourced through foster placement agencies to enable the Council to increase capacity.
- 1.3 This decision is important to delivering the Council's Everyone's Essex commitments and is integral to the priority that is Families; specifically, to improve educational outcomes, improve family resilience and stability, maintain safety, and deliver good outcomes for vulnerable children which includes Children in Care, Care Leavers, Children with SEND and children from BAME communities.

## 2 Recommendations

- 2.1 Agree to undertake an open competitive procedure to procure a 4-year Framework Agreement for External Fostering Placements.
- 2.2 Agree that the procurement will be structured so that the Framework Agreement is available for Southend City Council to use. The estimated value of the Framework Agreement to ECC over the 4-year period is £24.1m. Southend City Council is estimated to spend a further £10m.
- 2.3 Agree to enter into an Access Agreement with Southend City Council to enable Southend City Council to access and call-off placements from the Framework Agreement.

2.4 Agree that the Framework Agreement shall be procured in four needs-based lots:

- **Lot one - Standard Support** Where the child or young person has a low to medium level of need with no ongoing challenging behaviours.
- **Lot Two – Enhanced Support** Where the child or young person has a medium to high level of need e.g., history of placement breakdowns, mental health needs, mild to moderate disabilities.
- **Lot Three - Intensive Support** Where the child or young person has significant levels of need, e.g., complex health needs or disabilities, excluded from school, significant substance misuse.
- **Lot Four - Parent and Child Placements** Where the placement is for an under 18 parent and their children including cases where there is a need for continuing assessment and on-going support.

2.5 Agree that the evaluation model for the procurement of the Framework Agreement will be based on a weighting of 70% quality (of which 10% will assess Social Value) and 30% price.

2.6 Agree that the evaluation criteria applied to placements from the Framework Agreement will be based on a weighting of 80% quality and 20% price. The quality aspect of the call off will be used to assess how suitable the placement is to meet the child's individual needs against matching criteria provided by the placement team detailing the child's requirements.

2.7 Agree that the Framework Agreement will include an annual refresh process which will enable existing providers to review their pricing and permit new providers to join the Framework.

2.8 Agree that the Cabinet Member for Children's Services and Early Years is authorised to award framework agreements to the successful bidders following completion of the procurement process.

2.9 Agree that the Cabinet Member for Children's Services and Early Years is authorised to award framework agreements to new providers as part of the annual refresh process.

2.10 Agree that the Cabinet Member for Children's Services and Early Years is authorised to vary framework agreements following a pricing refresh if the likely financial consequences of such variation are within the budget available.

### 3. Background and Proposal

3.1 The Council's Children in Care Commissioning Strategy (2020) sets out how the Council plans to fulfil its duty to meet the needs of the children and young people in our care, and care leavers. The Council has an ambition that children and young people who come into their care receive high-quality provision and are supported to achieve a sustainable exit from care.

- 3.2 The Council has an in-house fostering service which provides a range of fostering placements. In house foster care unit costs are lower than external foster care costs and achieve good outcomes for children in care. However, despite having a high number of in-house foster carers, the Council needs to supplement this by using external foster care agencies. This is either because a child needs specialist support that can't be met through the in-house specialisms or because there is insufficient capacity in the in-house service.
- 3.3 The need for foster care can arise quickly and the foster placement must be the most appropriate placement to meet a child's needs. Where the Council cannot place a child with an in-house foster carer, there is a need to have easy access to a range of reliable, efficient and effective external fostering providers to deliver placements to young people in care.
- 3.4 The current framework agreement for the provision of external fostering placements commenced on 21st November 2018 and expires on the 20th November 2022. There is no provision to extend this existing agreement. The current framework operates in 4 Lots as follows:
- Limited Support
  - Standard Support
  - Intensive Support
  - Parent and Child Placements
- 3.5 The number of external fostering placements have remained stable over the last two years with approximately 170-190 placements being made on a monthly basis in comparison to approximately 480-550 placements being made with internal foster carers.
- 3.6 Most external fostering placements have been made via the current framework, with only relatively small numbers (35) needing to be spot purchased. Placements are most difficult to find for children and young people with mental health concerns and for adolescent boys. The placement search for these cohorts is more likely to require a spot purchase, due to no suitable in-house or external placements not being found.
- 3.7 Benchmarking has been undertaken with Local Authorities in the Eastern Region to explore costs and approaches to the commissioning of external fostering placements and there is no one blueprint for best practice. During the past twelve months there has been a range of consultation and engagement with children and young people who have been or are in the Council's care in order to improve the range of provision made by the Council. This insight has influenced and shaped the new specification for external fostering providers who will be monitored to ensure the expectations are reflected in the care and supported provided for children and young people.
- 3.8 The Children in Care Council conducted a podcast in October 2021 which gathered their views of what a good foster placement is please see below. This feedback can be summarised as follows:

- A place that feels like home with support to develop socially and emotionally with firm but fair boundaries and where they will be enabled to be involved in decisions.
- Foster carers will go out of their way to earn trust and respect, welcome them into their homes, be non-judgemental and enable them to learn from their mistakes.
- “When I was with my foster carer, I could make mistakes and wasn’t going to get carted off to another foster carer, I would be shown how to correct my mistakes and just [wanted] to be loved”.

3.9 Market engagement was undertaken through discussion with the Nationwide Association of Fostering Providers (NAFP) which represents the majority of Independent Fostering Agencies (IFAs) and via two market engagement events undertaken by the Council. These were open to all providers and were held in February 2022 and April 2022. We have considered their views, and these are reflected in the procurement and specification. The main feedback from these sessions is that:

- providers would be more likely to engage with a procurement where there are annual pricing reviews.
- the Lot details/names need to be more comprehensive and comparable with and aligned to other Local Authorities (“LA”) to ensure common understanding and expectations for those working across more than one LA.

3.10 This paper proposes to launch a tender for a new 4-year framework for External Fostering Placements from November 2022 to November 2026. It is proposed that the procurement will be structured so that it can be used by Southend City Council (SCC). ECC will enter into the Framework Agreements and ECC and SCC will enter into an Access Agreement which will enable SCC to access the framework agreement and call-off external foster placements. The Access Agreement will set out matters such as how the Framework Agreement will be managed and how call-offs will be made. This arrangement is mutually beneficial as it will increase the overall volume of placements made via the framework making it more attractive to the market. In addition, feedback from the market has told us that collaborations between Councils with aligned call off procedures reduces their administrative burden and allows them to respond to placement queries faster.

3.11 A one stage, open procedure will be used to procure the Framework Agreement. Responses will be evaluated using a 30/70 price/quality model with 10% of the quality score assessing social value. The rationale for a 70% quality split is to ensure that there is a high percentage score assessing the quality of the service to be provided and the positive outcomes for children and young people.

- 3.12 The Framework Agreement will allow for an annual refresh where new providers will be able to join the framework and existing framework providers will be able to submit a new pricing schedule. This will ensure that more providers have the opportunity to join the framework giving the placement team access to as more available placements. It will also enable existing framework providers to ensure their costings remain competitive and therefore increase the attractiveness for providers in bidding for call-off placements. All annual fee uplifts by providers successfully admitted to the framework will be capped at CPI and challenged where appropriate. This will only apply to new placements on the framework with existing “legacy” placements to remain at current prices for the duration of the placement.
- 3.13 The evaluation criteria applied to making a placement from the framework will have a weighting of 80% quality and 20% price. The quality element is applied to assess how well the placement will meet a child and young person’s accessed needs. A placement will only be made if one can be identified that meets the child’s needs outlined within the call off form. If there are two suitable placements the most cost-effective placement can then be identified using the price evaluation.
- 3.14 It is proposed that the procurement documents are issued in July 2022 with a deadline for bids in September 2022. The Council will enter into contracts with those providers who qualify through the procurement process and the new Framework will go live in November 2022.

#### **4. Links to our Strategic Ambitions**

- 4.1 This report links to the following aims in the Essex Vision

- Provide an equal foundation for every child

- 4.2 Approving the recommendations in this report will have the following impact on the Council’s ambition to be net carbon neutral by 2030:

By ensuring more children and young people are placed within 20 miles of their home will result in reduction of travelling for families and social workers and also children and young people travelling to and from education and recreational activities.

- 4.3 This report links to the following strategic priorities in the emerging Organisational Strategy ‘Everyone’s Essex’:

- Health wellbeing and independence for all ages
- A good place for children and families to grow

#### **5. Options**



**Option 1 (recommended option): Procure a 4-year framework which will be refreshed annually and enter into an access agreement with Southend to enable them to call off the framework**

**Benefits:**

- Market engagement indicates that this option is favoured by the market as it offers them the ability to price more accurately, therefore it would encourage more providers to join the framework, giving the Council increased choice of placements.
- Ability to on-board new providers onto the framework annually, enabling the Council to benefit from new entrants to the market.
- Encourages accurate pricing from the market, as they will not need to make 4-year projections in their costing assumptions.
- Could result in better value for money for the Council, as initial placements will be priced more accurately.
- Ability for the Council to cap annual price uplifts, for example linked to Consumer Price Index (CPI).
- Familiar framework call-off procedure for CYPPS Team, minimising disruption or need to train/upskill staff in new placement processes.
- Increased attractiveness to market due to increased placement volume through collaborative arrangements with Southend.
- Current framework providers have actively engaged in discussions around operational improvements and have indicated a willingness to continue to work with us.

**Disadvantages:**

- Increasing cost if current inflationary pressures in the wider economy persist in the longer term. This risk is mitigated through the Fostering Strategy delivering the planned % increase in-house placements over the lifetime of the framework.
- Providers are likely to submit initial pricing based on current cost of living and inflation, which may then be over-inflated if inflation rates subsequently drop. This risk is mitigated through linking or capping the annual re-pricing to an agreed measure and challenge and review of all requested price increases.

**Option 2: Procure a 4-year framework with the option for ECC to refresh the framework annually and enter into an access agreement with Southend to enable them to call off the framework**

**Benefits:**

- Potential to on-board new providers onto the framework at the Councils discretion, for example if there are unforeseen peaks in demand or new entrants to the market.
- Familiar framework call-off procedure for CYPPS Team, minimising disruption or need to train/upskill staff in new placement processes.
- Increased attractiveness to market due to increased placement volume through collaborative arrangements with Southend.

- Current framework providers have actively engaged in discussions around operational improvements and have indicated a willingness to continue to work with us.

**Disadvantages:**

- Market intelligence indicates that without guaranteed re-opening/re-pricing built in, providers' likely response is to front load pricing for the full 4-year period, therefore this option may not deliver best value for money and may result in cost pressures, particularly if the planned decrease in the use of IFAs does not occur.
- Market intelligence indicates that this option is not popular with providers due to its lack of flexibility and the Council may therefore lose out on placements locally as other LAs spot purchase or utilise more flexible purchasing arrangements.
- Limited opportunity for new providers to join the framework – mitigated through option to re-open annually
- The market generally has expressed a preference for a Dynamic Purchasing System (DPS) therefore may choose not to engage with Essex's framework – considered unlikely due to the scale of Essex and acknowledgement from providers that Essex is a 'big player' and therefore worth engaging with.

**Option 3 (not recommended): Procure a Dynamic Purchasing System (DPS)**

**Benefits:**

- Flexibility for new providers to be added to the DPS at any stage of its lifetime.
- Potential to increase access to new providers as soon as they are registered, rather than having to wait for a framework to re-open.
- Preferred option from the perspective of general market feedback, due to flexibility and the model supporting their longer-term business planning.

**Disadvantages:**

- Has not been used by the Council in social care for around eight years (and never used in children's social care), therefore there would be a need for extensive upskilling and cultural change to consider in implementing.

## 6. Issues for consideration

### 6.1 Financial implications

6.1.1 The budget for External Fostering in the Medium-Term Resources Strategy is set out in the table below:

Year	Period	Volume	£ / Week (Median)	Budget £000
2022/23	Nov 22 - Mar 23	54	968	3,001

2023/24	Apr 23 - Mar 24	115	978	6,504
2024/25	Apr 24 - Mar 25	102	997	5,946
2025/26	Apr 25 - Mar 26	89	1,017	5,462
2026/27	Apr 26 - Oct 26	52	1,107	3,186 *tbc
Total Budget				24,099

6.1.2 The table reflects the proportion of the number of Children in Care (CiC) to be placed with external foster carers at the median cost of all external foster care placements and is in line with the overarching Fostering Strategy.

6.1.3 The preferred option is required to support the Council's overarching Fostering Strategy.

6.1.4 The benefits as indicated in the preferred option is to allow new entrants into the framework to increase supply and to more accurately price placements for the following 12 months.

#### 6.1.5 Financial Risks

- The key driver to achieving the outcomes within the Essex Children in Care Commissioning Strategy and remaining within budget constraints is the continued shift towards internal fostering provision from external foster placements. However, the authority is facing challenges in finding internal fostering placements and so there is a risk of increasing the use of external fostering placements.
- Changes to the capacity of ECC's internal foster carers will impact on the demand to place with external foster care providers. The weekly cost of internal foster care including fees and allowances for mainstream placements assumed in the budget for 2022/23 is £447 per week. The median cost per week for external foster care placements assumed in the budget is £968 per week. Therefore, for every placement that cannot be met through internal foster care provision a further £521 per week will need to be funded.
- Due to inflationary pressures in the wider economy, there is a risk that this will feed into the fees for external foster placement providers and potentially leading to cost pressures in excess of inflationary assumptions applied in the budget. To aid in mitigating this risk all requests for annual fee uplifts by providers successfully admitted to the framework will be capped at CPI and challenged where appropriate. This will only apply to new placements on the framework with existing "legacy" placements to remain at current prices for the duration of the placement.

## 6.2 Legal implications

6.2.1 Local Authorities have a duty under section 22A of the Children Act 1989 to provide accommodation for a looked after child or young person. There are various requirements under section 22C of the Act for such placements including that as far as is reasonably practicable, accommodation should:

- Be close to the child's family home.
- Allow the child to continue attending the same school as when they were at home.
- Allow the child to live in the same placement as a sibling who is also a looked after child.
- If the child is disabled, meet the child's particular needs.

These factors will affect whether or not a provider is able to offer a match for any particular placement.

6.2.2 These services fall within 'social and other specific services' within Schedule 3 of the Public Contracts Regulations 2015 (the "Regulations"). ECC is not required to use the open procedure for these services but can do so if it considers appropriate.

6.2.3 As the services fall within Schedule 3 of the Regulations, a pseudo framework can be used that enables ECC to re-open the framework to new providers and enable existing providers to refresh their pricing. A pricing refresh could result in increased costs for ECC unless this is limited. Any pseudo framework must still comply with the general requirements around transparency and treating suppliers equally.

6.2.4 The procurement documents will need to be structured such that Southend City Council is able to call-off from the Framework by entering into an Access Agreement with ECC. The Access Agreement should detail all necessary terms between ECC and SCC relating to how this process will work.

6.2.5 Contracts must be awarded on the basis of the most economically advantageous tender and qualitative, environmental and/or social aspects should be linked to the subject matter of the contract.

## **7 Equality and Diversity Considerations**

7.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 7.3 The Equalities Comprehensive Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **8 List of Appendices**

Appendix 1- Equalities Comprehensive Impact Assessment

## **9 List of Background papers**

None.

**Forward Plan reference number: FP/399/05/22**

<b>Report title: Health and Care Act 2022 – Implementation of Integrated Care Partnerships in Essex, Hertfordshire and South and West Suffolk</b>	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor John Spence, Cabinet Member for Adult Social Care and Health	
<b>Date:</b> 21 June 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Peter Fairley, Director Strategy Policy and Integration (People) e-mail - peter.fairley@essex.gov.uk	
<b>County Divisions affected:</b> All Essex	

## 1. Everyone's Essex

- 1.1 Promoting health, care and wellbeing for all the parts of our population who need our support is one of the priority aims in the Council's *Everyone's Essex* strategy. The Council has set out 5 commitments to support the achievement of:
  - i. Healthy lifestyles
  - ii. Promoting independence
  - iii. Place-based working
  - iv. Supporting Carers
  - v. Levelling-up health
- 1.2 While the recommendations in this report are solely reflecting the new legislative environment and are therefore imperative, they will contribute to Essex County Council's focus on renewal, equality and ambition. As full partners in the new Integrated Care System (ICS) arrangements, the council will be able to have significant influence in shaping future priorities and overseeing delivery. Across the three ICSs we will be particularly concerned to level up by seeking to have consistent quality and integration across the county.
- 1.3 The Health and Care Act 2022 introduces some important changes and requirements for health and care services and structures. The Act provides new opportunities for stronger collaboration with NHS and other statutory and non-statutory partners.

## 2. Recommendations

- 2.1 Agree that Essex County Council makes arrangements to become members of three new statutory joint committees (to be known as Integrated Care Partnerships, or ICPs) between NHS integrated care boards and the relevant upper tier authorities in the areas affecting Essex, specifically:



- i. Mid and South Essex (covering Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Maldon and Rochford), plus the unitary authorities of Southend and Thurrock
  - ii. Hertfordshire and West Essex (covering Epping Forest, Harlow and Uttlesford) plus the County of Hertfordshire (excluding the town of Royston)
  - iii. Suffolk and North East Essex (covering Colchester and Tendring) and the County of Suffolk except the former district of Waveney.
- 2.1 Approve the terms of reference for each joint committee as appended to this report and authorise the Director, Legal and Assurance as Monitoring Officer, in consultation with the Leader of Essex County Council, to agree any further changes which may be required by partners in each integrated care system.
- 2.2 Agree that the Chairman of the Essex Health and Wellbeing Board will initially be the statutory nominee of Essex County Council on each of the Integrated Care Partnerships.
- 2.3 Agree that the Leader will nominate further elected member and senior officer representatives for the joint committees to fulfil the Council's allocation of places on each joint committee.
- 2.4 Agree that Chief Executive in consultation with the Leader will nominate senior officer representatives to sit on each of the three new NHS Integrated Care Boards (one per board) and will work with other authorities to agree joint nominations where possible.
- 2.5 Agree that the Essex Health and Wellbeing Board will update and refresh its membership to reflect changes to NHS organisations and structures.
- 2.6 Agree that the Executive Director for Adult Social Care, in consultation with the Executive Director for Corporate Services and the Director, Legal and Assurance, may update, amend, transfer or replace existing section 75 arrangements between the Council and Essex clinical commissioning groups to the new NHS integrated care boards.
- 3. **Purpose of Report**
  - 3.1 The Health and Care Act 2022 received Royal Assent on 28 April 2022 and has important implications for Essex County Council and Essex NHS organisations. It will see the abolition of GP-led clinical commissioning groups.
  - 3.2 For Essex County Council and our residents, the Act introduces three main reforms:
    - i. It changes how the NHS is governed, creating integrated care boards and integrated care partnerships. This will take effect from 1 July 2022.
    - ii. It introduces a new assurance regime of local authorities and the NHS jointly so that they can look at the performance of adult social care and the

- NHS jointly in an area. This will be carried out by the Care Quality Commission (CQC). This is expected to start in 2023.
- iii. It reforms the approach to charging for adult social care by changing financial eligibility thresholds and by introducing a new cap on eligible social care costs. This is expected to commence from October 2023.
- 3.3 This report deals specifically with the reforms to NHS structures and the establishment of integrated care systems. A separate report will be brought to Cabinet in July to outline the implications and requirements of the CQC assurance regime on local authorities and the new social care charging reforms. **(FP/421/05/22)**
- 3.4 These legislative changes have progressed through Parliament at a time of wider policy and legislative changes that will impact upon the commissioning and provision of health and care services across Essex, most notably the Government white papers, *Build Back Better: Our Plan for Health and Social Care* (September 2021) and *Health and Social Care Integration: Join-up Care for People, Places, and Populations* (February 2022)
- #### 4. Summary of Issue
- 4.1 The Health and Social Care Act 2022 received Royal Assent on 28 April 2022. This establishes new statutory integrated care systems, which will have four core purposes:
- improve outcomes in population health and healthcare
  - tackle inequalities in outcomes, experience, and access
  - enhance productivity and value for money
  - help the NHS support broader social and economic development
- 4.2 The Government confirmed in a written ministerial statement (22 July 2021) that Essex will be a member of three integrated care systems:
- Mid and South Essex** (Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Maldon, Rochford, as well as the unitary authorities of Southend and Thurrock)
  - Hertfordshire and West Essex** (covering Epping Forest, Harlow and Uttlesford and most of Hertfordshire)
  - Suffolk and North East Essex** (covering Colchester and Tendring and most of Suffolk)
- 4.3 Each integrated care system will include two new bodies:
- A new statutory NHS Integrated Care Board (ICB)**
    - For Essex residents, ICBs will be responsible for NHS strategic planning, spending, and performance within its area. Each ICB will produce a five-year plan, updated every year, for how NHS services will be delivered to meet local needs. The ICB will have some responsibilities that currently sit with NHS England, such as community pharmacy, optometry, and dental services

- b. Clinical Commissioning Groups (which currently hold many NHS budgets and commission services) will cease to exist on 1 July, with commissioning functions and staff transferring to the ICB.
- c. ICBs will be governed by a single board, which must include provision for at least one local authority partner member, to be jointly nominated by the respective upper tier authorities within the relevant area. The ICB chief executive will be the accountable officer for the NHS money allocated to the NHS ICS body.
- d. ICBs are further encouraged to delegate decision-making down to 'place' – typically a geography covering 250-500k populations.

ii. **A new statutory Integrated Care Partnership (ICP)**

- a. Integrated Care Partnerships (ICPs) will be a new joint committee between the NHS integrated care board and the upper tier authorities in its area.
- b. ICPs will be responsible for bringing together a wider set of system partners to promote partnership arrangements.
- c. The key statutory function of an ICP is to develop a new statutory document called 'an integrated care strategy'. The role of the strategy is to set out how the assessed needs of its area are to be met by the ICB, NHS England and the local authorities. In particular the use of joint working is to be considered. The assessed needs are those assessed in the JSNA which is prepared by the health and well-being boards.
- d. The Government has said that it will publish further guidance in July 2022 on who ICPs should consult with as they produce their integrated care strategies, but the law requires them to consult with healthwatch and involve the public who live or work in the ICP's area.
- e. The government originally stated that ICPs must produce their integrated care strategy by March 2023. Recent guidance advises ICPs to publish an interim integrated care strategy by December 2022 to influence the first 5-year forward plans for healthcare that ICBs are required to publish before April 2023
- f. Other than the minimum of one member appointed by each LA and one by the ICB, the ICP is free to determine its own membership. National guidance suggests that alongside local government and NHS organisations, ICPs should include representatives of local VCS organisations, social care providers, housing providers, independent sector providers, and local Healthwatch organisations.

- 4.4 The Act does not change the statutory role of health and wellbeing boards, which remain a duty on upper tier authorities under the Health and Social Care Act 2012. The Essex health and wellbeing board will continue to be responsible for the development of the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy. The Government has indicated that some updated guidance on health and wellbeing boards and how they relate to ICBs and ICPs will be published in July 2022.
- 4.5 The duties of local authority Health Overview and Scrutiny committees remain largely unchanged, which will continue to play an important role in considering any major service changes as well as more general scrutiny. Consideration may need to be given as to how joint health overview and scrutiny arrangements may be put in place to effectively scrutinise at a system rather than County footprint. It is understood that the government intends to remove the power of the Committee to refer a variation to the Secretary of State where the health service proposes a substantial variation to local health services

## **5. Implications for Essex**

- 5.1 Essex County Council will be the only local authority in the country that is in three integrated care systems. This is the most complex set of arrangements in the country and means that our resources will be spread more thinly than we would like.
- 5.2 The Council expressed concern about this its response to the consultation on boundaries in early 2021. The boundaries make it difficult to ensure consistency of outcomes for Essex residents and creates some fragmented governance arrangements. The Council strongly argued that it should not be in more than one integrated care system and argued that being in one system would create a simpler and more logical set of arrangements that would better enable local government and NHS to be aligned around the same geography and populations.
- 5.3 The Government considered the possibility of alignment but decided that placing Essex in a single ICS would involve disruptive reforms to the NHS. The County Council accepts that decision and is committed to working constructively with the three ICS systems so that they achieve the best outcomes and experience that they can for Essex residents.

### **5.4 Integrated Care Boards**

- 5.4.1 The Act requires that at least one member of the ICB is a member 'jointly nominated' by the local authorities. .
- 5.4.2 Subject to the confines of the legislation it has been agreed with our respective partners that each upper tier authority will have one seat on each integrated care board. This means ECC will have a representative on each ICB.

5.4.3 Cabinet is asked to agree the initial proposal for ECC membership of ICBs is as follows:

- i. Hertfordshire and West Essex ICB –Director for Public Health, Communities and Wellbeing
- ii. Mid and South Essex ICB –Director for Strategy, Policy and Health Integration
- iii. Suffolk and North East Essex ICB – Director for Adult Social Care Director Operations)

5.4.4 Cabinet is also asked to agree that future nominations will be made by the Leader. It should be noted that all appointments to the ICB are subject to the agreement of the Chairman of the ICB who is an appointee of the Secretary of State.

5.4.5 Appendix A sets out the basic structure and membership for each ICB so far as it is known at the time of writing. ECC has no role in determining the membership of ICBs.

### **Integrated Care Partnerships**

5.5.1 ICPs will play a key role driving the strategic priorities and work of NHS ICBs. They will be joint committees of equal partners between the NHS ICB and the upper tier authorities in the geographical area of the ICS. They are also encouraged to have much broader membership than the core minimum of ICB and local authorities.

5.5.2 The statutory membership of each ICP is one member appointed by the ICB and one by each local authority. Other than that it is for the ICP itself to decide its own membership. We have been working to come up with initial recommendations to the IBC. The proposed thinking for each ICP is set out in Appendix B.

5.5.3 Cabinet is asked to approve that the Chair of the Essex Health and Wellbeing Board will be the founding ECC member on each of the three integrated care partnership boards.

5.5.4 The Leader will make further appointments to the ICPs where necessary to fulfil the Council's representation on each board. This will include:

- a. **Hertfordshire and West Essex:** an elected member, plus two senior officers
- b. **Mid and South Essex:** an elected member, plus three senior officers
- c. **Suffolk and North East Essex:** an elected member, plus two senior officers.

5.6 The leadership arrangements for ICPs will differ from system to system. It is currently proposed by each system that:

- i. **Hertfordshire and West Essex:** it is anticipated that the Leader of Hertfordshire County Council (Cllr Richard Roberts) will chair the

ICP, with the Chair of the NHS Integrated Care Board (Rt Hon Paul Burstow) as vice-chair

- ii. **Mid and South Essex:** it is anticipated that the chair of the Mid and South Essex Integrated Care Board (Prof Mike Thorne) will be chair, with the Chairs of the Essex, Southend and Thurrock health and wellbeing boards serving as vice-chairs
- iii. **Suffolk and North East Essex:** there will be three co-chairs (Prof Will Pope, Chair of Suffolk and North East ICB plus the Chairs of the Essex and Suffolk health and wellbeing boards)

5.7 Although it is anticipated that ICPs will work by consensus, as a statutory body exercising public functions it is important that it has a robust decision making process. This means in particular that where co-chairing is in place it will be crucial to ensure that it is clear who presides at the meeting and what happens in the event of a disagreement or a tie in votes

## 6 Place-based partnerships

6.1 The Government expect ICBs to delegate down to, and empower, local place-based partnerships – typically covering a population of 250-500k.

6.2 In Essex, these are likely to be:

- a) Basildon and Brentwood Alliance
- b) South East Essex Alliance (covering Castle Point, Rochford and Southend)
- c) Mid Essex Alliance (covering Braintree, Chelmsford and Maldon)
- d) One Health and Care Partnership (covering Epping Forest, Harlow and Uttlesford)
- e) North East Essex Health and Wellbeing Alliance (covering Colchester and Tendring)

6.3 The Government published a white paper in February 2022 setting out an expectation that local government and the NHS integrate and work as closely together as possible at a 'place' level. This sets out an expectation that by April 2023:

- i. Each place has a shared set of local outcomes and a shared plan to deliver against those outcomes
- ii. Each place has a clear governance model, outlining what decisions will be delegated down from an NHS integrated care board and from a local authority and taken at a place level.
- iii. Each place sets out how it will approach the concept of a single accountable leader. The Government is clear that existing legal accountabilities for organisations will not change. The Government is consulting on this proposal and ECC has expressed concern that it is unclear on the role and remit and appears to be unworkable without changing legal accountabilities.



## 7. Impact on the Better Care Fund

- 7.1 The Better Care Fund (BCF) is a national policy driving forward the integration of health and social care in England. The BCF requires Clinical Commissioning Groups (which, through the Bill, will be abolished to be replaced by new Integrated Care Boards (ICBs)) and local authorities to make joint plans and pool budgets for the purposes of integrated care, providing a context in which they can work together, as partners, towards shared objectives.
- 7.2 The Essex BCF is worth c£165m in 2022/23 and is governed by a section 75 agreement between Essex County Council and the five clinical commissioning groups (CCGs). With the abolition of CCGs from 1 July 2022, the section 75 agreements will need to be refreshed and established between ECC and the three new integrated care boards.
- 7.3 In the Integration White Paper, the Government have stated that later this year they will set out the policy framework for the BCF from 2023, including how the programme will support implementation of the new approach to integration at place level and will be reviewing the legislation and guidance covering pooled budgets (section 75A of the 2006 Act).

## 8. Options

- 8.1. The Act provides some scope for local discretion, building on existing foundations and tailoring ways of working to best tackle local need and circumstances.
- 8.2. As the Bill has progressed through Parliament and further guidance documents have been published, Essex County Council has worked with local partners to help shape the three new ICBs transition to a statutory footing. In addition, a small officer Board consisting of officers from across Essex County Council have worked to ensure that not only is the local authority ready for the 1st of July changes but is also well placed to influence and shape the transition to ensure that the new ways of working will help to achieve our *Everyone's Essex* objectives.
- 8.3. The ICBs completed a selection process in late 2021 to appoint their putative independent Chairs, as well as the mandatory roles of Chief Executive, Director of Finance, Medical Director and Director of Nursing. The proposed membership of each ICB including ECC representatives can be found at Appendix A.
- 8.4. Each ICB is required to develop governance arrangements that support collective accountability between partner organisation for whole system delivery and performance. Each ICB will have in place a functions and decision map that is locally defined; sets out where decisions are taken and outlines the roles of different committee / partnerships; and is easily understood by the public.

- 8.5. The Integrated Care Partnership, is a statutory committee, bringing together a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS. Together, the ICP will generate an integrated care strategy to improve health and care outcomes and experiences for their populations, for which all partners will be accountable. Further guidance on this is expected from NHS England in July 2022. The Membership including ECC representatives can be found at Appendix B.

***Option 1: Approve the proposed ECC representatives on the ICB and ICP (recommended)***

- 8.6. The proposed membership has been developed through months of negotiation, aligns with the statutory requirements and in many cases exceeds the minimum requirements to ensure Essex County Council has a voice in discussions in each ICS.
- 8.7. The representatives have been selected based on their knowledge of the ICS areas of work, the priorities for the local systems and their expertise on health and care.

***Option 2: ECC to not nominate representatives for ICBs (not recommended)***

- 8.8. The legal requirement is for there to be at least one local authority partner member on each NHS integrated care board. This can be achieved without Essex having any representation on any of the ICBs. This would reduce capacity pressures on ECC.
- 8.9. However, this approach runs the risk that there will be no voice from Essex local government on each NHS integrated care board, which will fail to represent the interests of the Essex population.

## **9. Links to Essex Vision**

- 9.1 This report links to the following aims in the Essex Vision

- Enjoy life into old age
- Provide an equal foundation for every child
- Strengthen communities through participation
- Develop our County sustainably
- Connect us to each other and the world
- Share prosperity with everyone

*For more information visit [www.essexfuture.org.uk](http://www.essexfuture.org.uk)*

- 9.2 This links to the following strategic aims in Everyone's Essex

- The economy

- The environment
- Children and families
- Promoting health, care and wellbeing for all the parts of our population who need our support

## **10. Issues for consideration**

### **10.1. Financial Implications**

10.1.1 There is no material impact on the Council's budget through the recommendations in this report alone. The wider reforms through the Health and Care Act including the CQC assurance regime and changes to social care charging will have significant financial impact and associated risks but are outside the scope of this report. These will be detailed in a separate report to Cabinet.

10.1.2 The technical changes to the BCF will mean that there is no immediate impact other than to update formal governance and legal agreements in the transition to ICBs. The forthcoming policy framework effective from the 2023/24 financial year is expected to widen opportunities to make best use of the BCF pooled fund.

10.1.3 The new approach to integration at place level set out in the Integration White Paper comes with the expectation of (though not mandating) further aligning and pooling of budgets between local authorities and health. While again this will not have an immediate impact, the policy direction should be noted as a potential for further opportunities around best use of system resources, as well as associated risks to the Council that would need to be evaluated.

### **10.2 Legal implications**

10.2.1 The Council has no choice but to participate in ICPs and ICBs. Both are public bodies carrying out public functions, meaning that they must have robust decision-making processes. Any local decision-making arrangements must ensure that it is clear how disagreements are resolved and basic issues such as who decides what items are included on the agenda, how people are notified about meetings, and how any deadlock is resolved. The draft documents from Suffolk and North Essex and those from Mid and South Essex do not include this detail; the proposal from Hertfordshire and West Essex does include it. A late change to the bill means that it is the ICP, not the sponsor organisations who decide the rules of procedure. These will need significant further work if they are to be workable.

10.2.2 The fact that ECC is in three ICS areas will make it particularly challenging to resource and have the maximum influence given that we will have to service three ICBs and three ICPs and yet we will need to ensure that the voice of Essex residents is given due regard in these important new systems.

## **11. Equality and Diversity implications**

11.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

11.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

11.3 The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **12. List of appendices**

- Appendix A: Proposed membership of integrated care boards
- Appendix B: Proposed membership of integrated care partnerships
- Appendix C:
  - Hertfordshire and West Essex Integrated Care Partnership draft terms of reference
  - Mid and South Essex Integrated Care Partnership draft terms of reference
  - Suffolk and North East Essex Integrated Care Partnership draft terms of reference
- Equality Impact Assessment

## **13. List of Background papers**

- ECC consultation response to integrated care systems boundaries (January 2021)
- Integration and Innovation: working together to improve health and social care for all (February 2021)
- Build Back Better: Our Plan for Health and Social Care (September 2021)
- Health and Social Care Integration: join up care for people, places and populations (White Paper February 2022) plus Essex County Council response (April 2022)

## Appendix A: Integrated Care Board summary

NHS Integrated care boards will be statutory organisations that bring the NHS together locally to improve population health and establish shared strategic priorities within the NHS, connecting to partnerships across the ICS. They will replace clinical commissioning groups and also take on some responsibilities from NHS England.

Each ICB must be set out its governance and leadership arrangements in a constitution formally approved by NHS England and NHS Improvement.

The planned membership of the three Essex integrated care boards is set out here:

<b>Mid and South Essex</b>	<b>Hertfordshire and West Essex</b>	<b>Suffolk and North East Essex</b>
Chair, Prof Michael Thorne	Chair, Rt Hon Paul Burstow	Chair, Prof William Pope
Chief Executive, Anthony McKeever	Chief Executive, Jane Halpin	Chief Executive, Ed Garratt
2 x NHS and Foundation Trusts	3 x NHS and Foundation Trusts	3 x NHS and Foundation Trusts
1 x Primary Medical Services	3 x Primary Medical Services	2 x Primary Medical Services
1 x Essex County Council	1 x Essex County Council	1 x Essex County Council
1 x Southend on Sea Council	1 x Hertfordshire County Council	1 x Suffolk County Council
1 x Thurrock Council		1 x Voluntary and Community Sector
3 x non-executive members	4 x non-executive members	3 x non-executive members
1 x Director of Resources	1 x Finance Director	1 x Finance Director
1 x Chief Nurse	1 x Director of Nursing	1 x Director of Nursing
1 x Medical Director	1 x Medical Director	1 x Medical Director
1 x Chief People Officer		

Each NHS integrated care board will need to publish and set out its key governance forums and how decisions will be made.

## **Appendix B: Integrated Care Partnerships summary**

Integrated care partnership boards are to be joint committees between upper tier authorities and the NHS integrated care board. They are tasked with setting a strategy for their area. They are encouraged to ensure wider representation and engagement from key partners in their area.

While the legally required core minimum membership is the NHS ICB and the relevant upper tier authorities, there is no limit on how broad the joint committee is in its membership; this is a matter for each integrated care partnership to determine.

The proposed membership of the three Essex-based integrated care partnership boards varies by system and can be subject to change once the ICPs are established. The current proposal in summary is:

### **Mid and South Essex ICP**

ECC membership to be:

- Chair of Essex Health and Wellbeing Board
- Director for Public Health
- Executive Director for Adult Social Services
- Executive Director for Education and Children's Services

The Chair of the ICP will be Professor Mike Thorne, Chair of the NHS ICB. The Chairs of the Essex, Southend and Thurrock health and wellbeing boards will be vice-chairs.

### **Hertfordshire and West Essex ICP**

ECC membership to be:

- Chair of Essex Health and Wellbeing Board
- An ECC councillor (TBC)
- 2 x Executive Directors

The Chair of the ICP is anticipated to be Cllr Richard Roberts, Leader of Hertfordshire County Council.

The Chair of the NHS ICB (Paul Burstow) will be vice-chair.

### **Suffolk and North East Essex ICP**

It is planned that the ECC membership will be:

- Chair of Essex Health and Wellbeing Board
- Cabinet Member for Children's Services
- Director for Public Health
- Executive Director for Adult Social Services
- Executive Director for Education and Children's Services

The ICP will be co-chaired by the Chair of the NHS ICB; the Chair of the Essex health and wellbeing board; and the Suffolk CC Cabinet Member for Public Health and Protection.



## **HERTFORDSHIRE AND WEST ESSEX INTEGRATED CARE PARTNERSHIP**

### **TERMS OF REFERENCE**

#### **BACKGROUND**

Section 116ZA of Local Government and Public Involvement in Health Act 2007 as inserted by the Health and Care Act 2022 requires the Integrated Care Board (**ICB**) and each local authority in the area of ICB to establish an Integrated Care Partnership (**ICP**), which is a joint committee of these bodies. The ICP may appoint other members and determine its own procedures.

**ICPs** have a critical role to play in Integrated Care Systems (**ICS**), facilitating joint action to improve health and care outcomes and experiences across their populations, and influencing the wider determinants of health, including creating healthier environments and inclusive and sustainable economies.

#### **NAME**

The name of the ICP is 'The Hertfordshire and West Essex Integrated Care Partnership'

#### **OBJECTS**

The Hertfordshire and West Essex ICP will consider what arrangements work best in its area by creating a dedicated forum to enhance relationships between the leaders across the health and care system that :-

- build on existing governance structures such as Health and Wellbeing Boards (**HWBs**) and other place-based partnerships, and support newly forming structures to ensure governance and decision-making are proportionate, support subsidiarity and avoid duplication across the ICS
- drive and enhance integrated approaches and collaborative behaviours at every level of the system, where these can improve planning, outcomes, and service delivery
- foster, structure, and promote an ethos of partnership and co-production, working in partnership with communities and organisations within them
- address health challenges that the health and care system cannot address alone, especially those that require a longer timeframe to deliver, such as tackling health inequalities and the underlying social determinants that drive poor health outcomes, including employment, reducing offending, climate change and housing
- continue working with multiagency partners to safeguard people's rights and ensure people are free from abuse or neglect and not deprived of their liberty or subject to compulsory detention or treatment without safeguards
- develop strategies that are focused on addressing the needs and preferences of the population including specific cohorts

## **FUNCTIONS**

Under s116ZB of the Local Government and Public Involvement in Health Act 2007 the Hertfordshire and West Essex ICP is required to prepare an integrated care strategy that :-

- Details how the needs of resident of its area will be met by either the ICB, NHS England, or local authorities
- Considers how NHS bodies and local authorities could work together to meet these needs using section 75 of the National Health Service Act 2006
- Must have regard to the NHS mandate and guidance published by the Secretary of State
- Involves the Local Healthwatch and people who live or work in the ICP's area
- Is reviewed and revised as required when a new Health and Social Care joint strategic needs assessment is received from a local authority within the ICP
- Considers how health related services can be more closely integrated with arrangements for the provision of health services and social care in its area
- Is published and provided to each local authority in its area and each partner Integrated Care Board of those local authorities

Under s116B of the Local Government and Public Involvement in Health Act 2007 a local authority and each of its partner ICPs must have regard to :-

- Any joint assessment of health and social care in relation to the area for which they are responsible
- Any Integrated Care Strategy that applies to the area of the local authority
- Any Joint Health and Wellbeing Strategy prepared by the local authority and any of its partner ICB's

The Hertfordshire and West Essex ICP will not perform a Health scrutiny function and will itself be subject to scrutiny by the Health Scrutiny Committees of the County Councils of Hertfordshire and Essex

## **Membership**

There are three classes of members of the ICP:

- Statutory members
- Co-opted voting members
- Co-opted non-voting members

The initial statutory membership of the Hertfordshire and West Essex ICP will be one member appointed by each of the County Councils and the ICB.

Subject to the agreement of the Hertfordshire and West Essex ICP from time to time its co-opted voting membership will comprise of the following :-

Type/Sector	Role	Herts	Essex
-------------	------	-------	-------

County Council	Chair of Health & Wellbeing Board	1	1
County Council	Elected Councillors	2	1
County Council	Director Level or above	3	2
District/Borough Council	Elected Councillors / Chief Executive	2	1
ICB	Independent Chair	1	
ICB	Chief Executive	1	
ICB	Provider/Health and Care Partnership Representatives	3	2
Police	Police and Crime Commissioner	1	0
	Police, Fire and Crime Commissioner	0	1
Voluntary, Citty Faith and Social Enterprise	VCFSSE reps	2	1
HealthWatch	Chair	1	1

Where a member is to be appointed other than by a county council or the ICB then the ICP will invite nominations via any fair process determined by their appointing organisations and the agreed nominee will be co-opted on to the ICP at a meeting of the ICP. In the event that there is no clear nominee or if there is a dispute as to the identify of the nominee the ICP may co-opt as it thinks fit.

Essex County Council, whose Health and Wellbeing Board now operates across three ICS will not be exercising Health and Wellbeing Board activity through the Hertfordshire and West Essex ICP and nor will Hertfordshire County Council.

In addition to the membership of the Hertfordshire and West Essex ICP , the Hertfordshire and West Essex ICP may appoint such additional persons as it sees fit, either as co-opted voting members or as observers who shall be entitled to participate in discussion at meetings of the Hertfordshire and West Essex ICP but shall not be entitled to vote

### **Professional and Administrative Support**

The Hertfordshire and West Essex ICP may establish Programme Boards/Advisory Sub-Groups to oversee specific work programmes or broader thematic areas as required. Programme Boards/Sub-Groups, reporting into the Hertfordshire and West Essex ICP , will be managed in accordance with separate terms of reference as agreed by the Hertfordshire and West Essex ICP

The role, remit and membership of Programme Boards/Advisory Sub-Groups will be reviewed regularly by the Hertfordshire and West Essex ICP to ensure they remain flexible to the demands of ongoing and new programmes of work.

Administrative support to the Hertfordshire and West Essex ICP will be provided by Hertfordshire County Council for the first 12 months of its operation without charge and thereafter the reasonable cost of this will be split between by the ICB, Hertfordshire County Council and Essex County Council subject to the agreement of each authority which is expected to pay.

The Hertfordshire and West Essex ICP may from time to time decide that an organisation other than Hertfordshire County Council may support the ICP.

### **Standing Orders**

The Hertfordshire and West Essex ICP is governed by Standing Orders approved and amended by the ICP from time to time. The Current standing orders are set out in Annex A attached to these Terms of Reference.

## **Annex A**

### **Hertfordshire and West Essex ICP STANDING ORDERS**

#### **1. Membership**

1.2 The Hertfordshire and West Essex ICP may appoint representatives to other outside bodies as co-opted members, voting or non-voting.

1.3 A representative of NHS England shall be entitled to attend meetings of the Hertfordshire and West Essex ICP as an observer and to participate in discussion but shall not be entitled to vote unless appointed as a co-opted voting member by the Hertfordshire and West Essex ICP.

#### **2. Alternate or Substitute Members**

2.1 Each voting member will be entitled to appoint from time to time one named alternate or substitute member in exceptional circumstances, who may act in all aspects as a voting member of the Hertfordshire and West Essex ICP in the absence of the voting member appointed.

2.2. The Chair of the Hertfordshire and West Essex ICP must be informed in advance of the relevant meeting of the identity of a substitute

#### **3. Term of Office**

3.1. The term of office of voting and alternate or substitute voting members shall end:

- a. if rescinded by the organisation by whom they are appointed ; or
- b. if a Councillor appointed by a Council ceases to be a member of the appointing Council.
- c. if an ex officio member cease to be appointed in that role
- d. if the individual changes role within an organisation and is no longer in the role that led to their appointment to the ICP

#### **4. Appointment of Chair and Vice-Chair**

4.3 The Chair and vice Chair will hold office until they resign, cease to be a member of the Hertfordshire and West Essex ICP or until their successor is appointed under this paragraph and will be appointed annually at the first meeting taking place after Hertfordshire County Council and Essex County Council have held their annual meetings<sup>1</sup>.

4.2 If a vacancy arises for either position within the Municipal Year, an appointment will be made for the remainder of the Municipal Year

#### **5. Quorum**

5.1 The quorum for meetings of the Hertfordshire and West Essex ICP will be 1 voting member appointed by each of Hertfordshire County Council , Essex County Council and the ICB

---

<sup>1</sup> It has been informally agreed that the initial Chair of the Hertfordshire and West Essex ICP will be the Leader of Hertfordshire County Council and that the initial Vice Chair of the ICB

5.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chair's discretion. If there remains no quorum at the expiry of this period, the meeting will be abandoned, and no business will be transacted.

5.3 If there is no quorum at any stage during a meeting, the Chair will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed, and no further business will be transacted.

## **6. Member Conduct**

6.1 Members of the Hertfordshire and West Essex ICP who are not Councillors or officers of a County Council shall comply with any code of conduct applicable to their professional body and/or the organisation they represent.

6.2 Members of the Hertfordshire and West Essex ICP are required to declare any interests they have in respect of matters being discussed by the Hertfordshire and West Essex ICP.

6.3 If a member persistently disregards the ruling of the Chair, or person presiding over the meeting, by behaving improperly or offensively or deliberately obstructs business, the Chair, or person presiding over the meeting, may move that the member be not heard further. If seconded, a vote will be taken without discussion.

6.4 If the member continues to behave improperly after such a motion is carried, the Chair, or person presiding over the meeting, may move that either the member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, a vote will be taken without discussion.

## **7. MEETINGS AND PROCEEDINGS OF THE HERTFORDSHIRE AND WEST ESSEX ICP**

7.1 The Hertfordshire and West Essex ICP shall hold at least 4 meetings each year. Special meetings may be called at any time by (i) the Chair or (ii) by a written notice requiring a meeting to be called being served on the Chair by the ICB or Hertfordshire County Council or Essex County Council specifying the business to be transacted.

7.2 In the absence of the Chair at a meeting of the Hertfordshire and West Essex, the Vice Chair will preside over that meeting. In the event that both the Chair and Vice Chair are absent then the ICP will appoint one of its members to preside at that meeting.

7.3 The Hertfordshire and West Essex ICP may hold any meeting remotely using Zoom, Microsoft Teams, or any other suitable platform and may live stream the meeting.

7.4 The manner of Voting be determined by the person chairing the meeting.

## **8. Notice of and Summons to Meetings**

8.1 At least seven clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the ICP. The agenda will give the date, time and confirmation regarding whether the meeting is in person or virtual of each meeting and specify the business to be transacted and will be accompanied by such details as are available.



## **9.Virtual Meetings**

9.1 The Quorum provisions at paragraph 5 shall apply equally to virtual meetings

## **10. Voting**

10.1 Hertfordshire and West Essex ICP members commit to seek, where possible, to operate on the basis of consensus.

10.2 If it is not possible in a specific instance to find a consensus, the issue may be deferred to a later meeting of the Hertfordshire and West Essex ICP, which may be an adjournment of the same meeting. Where an item has been deferred for lack of consensus a vote will be taken at and, if a consensus is still not achievable, the decision will be made on the basis of a simple majority.

10.3 In the case of an equality of votes the Chair ( or in his absence the Vice Chair or the person presiding at the meeting shall have a casting vote.

## **11. Reports from Health Overview and Scrutiny Committees**

11.1 The Hertfordshire and West Essex ICP will receive any reports and recommendations from the Health Scrutiny Committee of both Hertfordshire and Essex County Councils and the Chairs of those Scrutiny Committees, or a nominated representative on their behalf, will be entitled to attend meetings of the Hertfordshire and West Essex ICP to represent the Committee.

## **12. Participation at the Hertfordshire and West Essex ICP**

12.1 All members of the Hertfordshire and West Essex ICP are entitled to speak and vote unless they have been co-opted as a non-voting member by the Hertfordshire and West Essex ICP.

12.2 At the discretion of the Chair, co-opted non-voting members may be permitted to speak and participate at meetings of the Hertfordshire and West Essex ICP.

## **13. Public Questions**

13.1 At a meeting of the Hertfordshire and West Essex ICP any member of the public who is a Hertfordshire resident or a registered local government elector of Hertfordshire or West Essex may ask a question about any matter over which the Hertfordshire and West Essex ICP has power or which directly affects the health and wellbeing of the population.

13.2 A member of the public who wishes to ask a question under 13.1 above shall give written notice, including the text of the proposed question, to Hertfordshire County Council's Director of Law & Governance at least 5 clear working days before the meeting.

13.3 Unless the Chair otherwise agrees and subject to 13.4 below, a member of the public may only ask one question under 13.1

13.4 Questions shall be put orally at the meeting in the order in which notice of the question has been received. At the end of each reply, the questioner may ask one supplementary

question arising from the answer. A member of the Hertfordshire and West Essex ICP nominated by the Chair will either give an oral reply to the question and/or any supplementary question orally or will indicate that a written reply will be sent to the questioner within 5 working days. There shall be no debate about the question or any supplementary question between members of the to the Hertfordshire and West Essex ICP.

13.5 The period of time allocated to questions under 13.1 shall be limited to 20 minutes unless the Chair agrees to extend this time. Any questions remaining after that period has elapsed shall be subject to a written reply within 5 working days.

13.6 Answers given orally at the meeting shall be included in the Minutes. Written replies shall be copied to all members of the Hertfordshire and West Essex ICP.

13.7 For the purposes of 13.1 to 13.3 above and for the avoidance of doubt a County Councillor, or a District Councillor for a District Council in Hertfordshire or Essex, who, in either case, is not a member of the Hertfordshire and West Essex ICP shall be regarded as a member of the public.

#### **14. Minutes**

14.1 The Chair will sign the minutes of the proceedings at the next suitable meeting after they have been agreed as a correct record at that meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record.

14.2 The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

#### **15. Interpretation of Standing Orders**

15.1 The ruling of the Chair of the Hertfordshire and West Essex ICP as to the interpretation of these Standing Orders shall be final.

#### **16. Suspension of Standing Orders**

16.1 As far as is lawful, any of these Standing Orders may be suspended by motion passed by the majority of those members present and entitled to vote.

DRAFT

## **Integrated Care Partnership Terms of Reference Draft v2**

7 June 2022 Draft v2

### **1 Purpose**

The Integrated Care Partnership (herein referred to as the ICP) is a partnership across Mid and South Essex, established by the Mid and South Essex Integrated Care Board and the three upper tier local authorities (Southend City Council, Essex County Council and Thurrock Council) as equal partners, with a focus on aligning purpose and ambitions to support the residents of Mid and South Essex. It is formed as a joint committee between the Mid and South Essex ICB and the upper tier local authorities.

The ICP will facilitate joint action to improve health and care outcomes, to influence the wider determinants of health and broader social and economic development.

Together, the Mid and South Essex Integrated Care Board (ICB) and the Mid and South Essex ICP forms the new statutory Mid and South Essex Integrated Care System (ICS).

The ICP has specific responsibility for developing the Mid and South Essex Integrated Care Strategy for the whole population. The strategy will take forward the health and wellbeing strategies of our upper tier health and wellbeing boards, use the best available evidence and data, covering health and social care (both children's and adult's social care), and seek to address the wider determinants of health and wellbeing. The strategy will be built bottom-up from local assessments of needs and assets identified through our four Alliances, district, borough, and city councils. The strategy will be focused on improving health and care outcomes, reducing inequalities, ensuring inclusion, and addressing the consequences of the pandemic for our communities.

While the ICP has no formal delegated powers from its constituent organisations, it will provide leadership, oversight, and support for system-wide activities, playing a key role in ensuring joint accountability to our population.

The ICP builds on the existing Health & Care Partnership and will therefore be underpinned by the existing Partnership Memorandum of Understanding (MoU), which will need to be slightly amended in light of the agreed new membership of the ICP and these ToRs should be read in conjunction with that modified MoU.

The existing Health and Care Partnership 5-year Strategy (December 2019) describes the following high-level ambitions which will support the ICP in its definition of the integrated care strategy:

We will reduce health inequalities by:

- Creating opportunities for our residents, through education, employment, and socio-economic growth
- Support health and wellbeing, with a focus on prevention, self-care, and early identification
- Bring care closer to home, where safe and possible
- Transform and improve our services

This will be underpinned by:

- Strong clinical and multi-professional leadership
- Meaningful engagement with our communities to ensure true coproduction

## 2 Our Beliefs and Values as an Integrated Care Partnership

- **Subsidiarity** - devolving planning and delivery to the lowest possible level.
- **Respect for sovereignty** of statutory organisations
- **Collaboration** to bring about improved Standards, Outcomes and the application of Common Clinical Policies
- **A shared agenda** driven and owned by partners working together with a focus on **reducing health inequality**
- **Data Driven:** serving the individual needs of our population, not organisations
- **Delivery of integrated care**, with meaningful engagement with our communities
- **Asset and strengths-based approaches**, delivering care according to people's preferences
- **A focus on healthy lives** – prioritising prevention and self-care
- **Clinical and Care Professional engagement** at the earliest opportunity
- **Empowering front line staff to do the right thing** – through distributed leadership
- **Pragmatic pluralism** –differing needs across our populations require different approaches. Not a one size fits all approach
- **Innovative - trying** new and innovative approaches, test and learn



### 3 Our Responsibilities as an Integrated Care Partnership

The ICPs responsibilities are to:

1. Develop the integrated care strategy for the population of Mid and South Essex.
2. Design and oversee a joint accountability framework to ensure delivery of the integrated care strategy.
3. Ensure the integrated care strategy:
  - a. Is focused on reducing the inequalities that our population faces
  - b. Uses the best available evidence and information, including the joint strategic needs assessments and health and wellbeing strategies of local authorities
  - c. Is built 'from the bottom up' taking account of health inequalities, challenges, assets and resources locally at neighbourhood and Alliance level.
  - d. Expands the range of organisations and partners involved in strategy development and delivery.
  - e. Is underpinned by insights gained from our communities.
  - f. Benefits from strong clinical and professional input and advice.
2. Agree and monitor delivery of Alliance plans (Basildon and Brentwood; Mid-Essex, South-East Essex and Thurrock), with a focus on shared learning and support.
3. Agree and have oversight of the statutory ICS health inequalities strategy.
4. Consider recommendations from partners and reach agreement on:



- Priority work programmes and workstreams that would benefit from a cross-partnership approach
  - The apportionment of transformation monies from national bodies aligned to the ICP
  - The need to take joint action in relation to managing collective issues and challenges.
5. Commission specific advice from established groups – including but not limited to, the Clinical and Multi-professional Congress, our Population Health Management function, our Engagement Network, Healthwatch organisations, Stewardship groups, our Digital, Data and Technology Board, our People Board, our System Finance Leaders' Group, and our Estates function, in order to obtain subject matter expertise, leadership, advice and support in setting the strategic direction of the ICP.
  6. Provide active support to the development of the four Alliances across Mid and South Essex, enabling local partnership arrangements, engagement and co-production, bringing together Local Authorities, voluntary and community groups, NHS partners and residents. Facilitate and support cross-Alliance working and sharing of best practice where this would benefit the population or provide efficiencies in our approach.
  7. Ensure that the ICP has a greater focus on population health improvement, integration of health and care services around the needs of residents, and a focus on care provided in primary and community settings.
  8. Provide a mechanism for joint action and joint decision-making for those issues which are best tackled on a wider scale.

For the avoidance of doubt, it is not a function of the ICP to duplicate the statutory functions of constituent organisations.

The Mid and South Essex ICP will not perform a health scrutiny function and will itself be subject to scrutiny by the Health Scrutiny Committees as appropriate of Southend City Council, Essex County Council and Thurrock Council.

#### **4 Chair and Vice Chair Arrangements**

- 4.1 The Mid and South Essex will appoint a Chair and three vice-Chairs annually. The Chair and vice-chairs will hold office until they resign, cease to be a member of the Mid and South Essex ICP, or cease to be a member of the organisation that appointed them to the ICP.
- 4.2 If a vacancy arises for any position within the Municipal Year, an appointment will be made for the remainder of the Municipal Year.
- 4.3 For the first year of operation, the Chair of Mid & South Essex ICB will act as Chair of the ICP. The chairs of the three upper tier local authorities Health and Wellbeing Boards (Southend City Council, Essex County Council and Thurrock Council) will act as vice chairs.

#### **5 Membership**

- 5.1 The founding membership of the Mid and South Essex ICP will be one member nominated by the ICB, and one member nominated by each of Southend City Council, Essex County Council, and Thurrock Council.

- 5.2 Subject to the agreement of the Mid and South Essex ICP, the membership will be as set out in Appendix 2.
- 5.3 In addition to the membership outlined in Appendix 2, the Mid and South Essex ICP may appoint such additional persons as it sees fit, either as co-opted voting members or as observers who shall be entitled to participate in discussion at meetings of the Mid and South Essex ICP but shall not be entitled to vote.
- 5.4 Where a member is to be appointed other than by an upper tier local authority or the ICB then the ICP will invite nominations via any fair process determined by their appointing organisations and the agreed nominee will be co-opted on to the ICP at a meeting of the ICP. In the event that there is no clear nominee or if there is a dispute as to the identity of the nominee, the ICP may co-opt as it thinks fit.
- 5.5 Southend City Council, Essex County Council, and Thurrock Councils will not exercise Health and Wellbeing Board activity through the Mid and South Essex ICP.

## **6 Deputies**

- 6.1 If a member is unable to attend a meeting of the ICP, s/he will be responsible for identifying a suitable deputy to attend on their behalf. Such a deputy must have sufficient seniority and understanding of the issues to be considered to represent their organisation, Alliance, or group effectively. Deputies will be eligible to vote if required. The Chair of the Mid and South Essex ICP must be informed in advance of the relevant meeting of the identity of a substitute

## **7 Additional Attendees**

- 7.1 At the discretion of the Chair, additional representatives may be requested to attend meetings from time to time to participate in discussions or report on particular issues.

## **8 Term of Office**

- 8.1 The term of office of members shall end:
- a) if rescinded by the organisation by whom they are appointed; or
  - b) if a Councillor appointed by a Council cease to be a member of the appointing Council.
  - c) if an ex officio member cease to be appointed in that role
  - d) if the individual changes role within an organisation and is no longer in the role that led to their appointment to the ICP.

## **9 Quorum**

- 9.1 The quorum for meetings of the Mid and South Essex ICP shall be the chair plus 1 voting member representing each of Southend City Council, Essex County Council, and Thurrock Council and the Mid and South Essex ICB.
- 9.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chair's discretion. If there remains no quorum at the expiry of this period, the meeting will be abandoned, and no business will be transacted.
- 9.3 If there is no quorum at any stage during a meeting, the Chair will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at

the expiry of this period, the meeting will be closed, and no further business will be transacted.

- 9.4 The Quorum provisions shall apply equally to virtual meetings.

## **10 Member Conduct**

- 10.1 Members of the Mid and South Essex ICP who are not Councillors shall comply with any code of conduct applicable to their professional body and/or the organisation they represent.
- 10.2 If a member persistently disregards the ruling of the Chair, or person presiding over the meeting, by behaving improperly or offensively or deliberately obstructs business, the Chair, or person presiding over the meeting, may move that the member be not heard further. If seconded, a vote will be taken without discussion.
- 10.3 If the member continues to behave improperly after such a motion is carried, the Chair, or person presiding over the meeting, may move that either the member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, a vote will be taken without discussion.

## **11 Conduct of Business**

- 11.1 The Mid and South Essex ICP shall hold at least four meetings each year. Special meetings may be called at any time by (i) the Chair or (ii) by a written notice requiring a meeting to be called being served on the Chair of the ICB by Southend City Council, Essex County Council or Thurrock Council specifying the business to be transacted.
- 11.2 In the absence of the Chair at a meeting of the Mid and South Essex, one of the three Vice Chairs will preside over that meeting.
- 11.3 The Mid and South Essex ICP may hold any meeting remotely using Zoom, Microsoft Teams, or any other suitable platform and may live stream the meeting.
- 11.4 The manner of voting will be determined by the person chairing the meeting.

## **12 Notice of and Summons to Meetings**

- 12.1 At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the ICP and made available to the public for meetings held in public. The agenda will give the date, time and confirmation regarding whether the meeting is in person or virtual and specify the business to be transacted and will be accompanied by such details as are available.
- 12.2 A minimum of five working days' notice will be given when calling an extraordinary meeting.

## **13 Participation at the Mid and South Essex ICP**

- 13.1 All members of the Mid and South Essex ICP are entitled to speak and where necessary to vote (unless they have been co-opted as a non-voting member by the Mid and South Essex ICP).
- 13.2 At the discretion of the Chair, co-opted non-voting members may be permitted to speak and participate at meetings of the Mid and South Essex ICP.

## **14 Public Questions**

- 14.1 At a meeting of the Mid and South Essex ICP any member of the public who is a resident or a registered local government elector of Southend City Council, Essex

County Council, or Thurrock Council may ask a question about any matter over which the Mid and South Essex ICP has power, or which directly affects the health and wellbeing of the population.

- 14.2 A member of the public who wishes to ask a question under 14.1 above shall give written notice, including the text of the proposed question, within 2 working days of the meeting. Questions from the public should be sent to [mse.midsouthessexstp@nhs.net](mailto:mse.midsouthessexstp@nhs.net)
- 14.3 Unless the Chair otherwise agrees and subject to 14.5 below, a member of the public may only ask one question.
- 14.4 Questions shall be put orally at the meeting in the order in which notice of the question has been received. At the end of each reply, the questioner may ask one supplementary question arising from the answer. A member of the Mid and South Essex ICP nominated by the Chair will either give an oral reply to the question and/or any supplementary question orally or will indicate that a written reply will be sent to the questioner within 5 working days. There shall be no debate about the question or any supplementary question between members of the Mid and South Essex ICP.
- 14.5 The period allocated to questions under 14.1 shall be limited to 20 minutes unless the Chair agrees to extend this time. Any questions remaining after that period has elapsed shall be subject to a written reply within 5 working days.
- 14.6 Answers given orally at the meeting shall be included in the Minutes. Written replies shall be copied to all members of the Mid and South Essex ICP.
- 14.7 For the purposes of 14.1 to 14.6 above and for the avoidance of doubt a County Councillor, or a District Councillor for a District Council in Essex, or a councillor of Southend City Council or Thurrock Council who, in either case, is not a member of the Mid and South Essex ICP shall be regarded as a member of the public.

## **15 Voting**

- 15.1 The ICP will generally operate on the basis of forming a consensus on issues considered and will attempt to resolve in good faith any issues between partners, as per the principles of the Partnership MoU. It will seek to make any decisions on a "Best for Mid and South Essex" basis.
- 15.2 On the rare occasion that a vote is required to support a decision, for example, should that become necessary in respect of priorities for investment or apportionment of transformation funding, the ICP may make a decision provided that it is supported by a simple majority of ICP members present at the meeting. If notwithstanding a consensus decision cannot be achieved, the issue resolution process outlined in the MoU will be followed.
- 15.3 In the case of an equal number of votes the Chair (or in his/her absence the Vice Chair presiding at the meeting) shall have a casting vote.

## **16 Accountability and Reporting**

- 16.1 Minutes, and a summary of key messages arising from each meeting will be submitted to all members after each meeting and made available on the ICS website.
- 16.2 The ICP has no formal powers delegated by Partner organisations.

## **17 Conflicts of Interest**

- 17.1 Members of the Mid and South Essex ICP are required to declare any interests they have in respect of matters being discussed by the Mid and South Essex ICP.
- 17.2 Where any ICP member has an actual or potential personal conflict of interest (in other words, one which is not related to the role they undertake for the partner organisation) in relation to any matter under consideration at any meeting, the Chair shall decide, having regard to the nature of the potential or actual conflict of interest, whether or not that member may participate and/or vote in meetings (or parts of meetings) in which the relevant matter is discussed.
- 17.3 Where the Chair decides to exclude a member, the relevant organisation represented by that member may send a deputy to take the place of the conflicted member in relation to that matter.
- 17.4 Each member must abide by the policies of the organisation they represent in relation to conflicts of interest.

## **18 Professional & Administrative Support**

- 18.1 The secretariat function for the ICP will be provided by the Mid & South Essex ICB in partnership with upper tier local authorities. A member of the team will be responsible for arranging meetings, recording notes and actions from each meeting and preparing agendas and ensuring these are agreed by the Chair and Vice Chairs.
- 18.2 The Mid and South Essex ICP may establish Programme Boards/Advisory Sub-Groups to oversee specific work programmes or broader thematic areas as required. Programme Boards/Sub-Groups, reporting into the Mid and South Essex ICP, will be managed in accordance with separate terms of reference as agreed by the Mid and South Essex ICP
- 18.3 The role, remit and membership of Programme Boards/Advisory Sub-Groups will be reviewed regularly by the Mid and South Essex ICP to ensure they remain flexible to the demands of ongoing and new programmes of work.

## **19 Minutes**

- 19.1 The Chair will sign the minutes of the proceedings at the next suitable meeting after they have been agreed as a correct record at that meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record.
- 19.2 The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

## **20 Interpretation of Terms of Reference**

- 20.1 The ruling of the Chair of the Mid and South Essex ICP as to the interpretation of these Terms of Reference shall be final.

## **21 Suspension of Terms of Reference**

- 21.1 As far as is lawful, any of these Terms of Reference may be suspended by motion passed by the majority of those members present and entitled to vote.

## **22 Review**

- 22.1 The terms of reference and the membership of the ICP will be reviewed at least annually.



## Appendix 1

### East of England Leadership Compact

In working together as a leadership community, we will adopt the following behaviours and hold each other to account for upholding these:

- We will put people first – our patients, staff, and citizens.
- We will support each other to deliver excellence in quality and performance.
- We will respect and trust each other and share important information, so there are no surprises
- We will have inclusive robust, honest, and realistic conversations where all voices are heard, views respected, and differences resolved for the greater good of our population.
- We will be compassionate and caring, supporting each other, especially in difficult times.
- We will value each other's contributions, celebrate successes collectively and learn from failure
- We will ensure our collective decisions are transparent and inclusive and we will abide by them.
- We will agree expectations and hold each other to account.
- We will be ambitious to improve health and wellbeing, sharing expertise, talent, knowledge, best practice, innovation and learning for the benefit of our patients, staff, and citizens
- We will work together to have a strong, united external voice for our region.

## Appendix 2

### Mid & South Essex ICP Membership

1. Chair, Mid & South Essex ICB (Chair)
2. Chair, Southend City Council Health & Wellbeing Board (Vice Chair)
3. Chair, Essex County Council Health & Wellbeing Board (Vice Chair)
4. Chair, Thurrock Council Health & Wellbeing Board (Vice Chair)
5. CEO, Mid & South Essex ICB
6. Chair of the Mid & South Essex Foundation Trust
7. Chair of the Essex Partnership NHS Foundation Trust
8. Chair of Provide CIC
9. Chair of the North East London NHS Foundation Trust
10. Lead Non-Executive Director of the East of England Ambulance Services Trust
11. Director of Public Health, Southend City Council
12. Director of Public Health, Essex County Council
13. Director of Public Health, Thurrock Council
14. Director of Adult Social Services, Southend City Council
15. Director of Adult Social Services, Essex County Council
16. Director of Adult Social Services, Thurrock Council
17. Director of Children's Services, Southend City Council
18. Director of Children's Services, Essex County Council
19. Director of Children's Services, Thurrock Council
20. Clinical Lead, Basildon & Brentwood Alliance
21. Alliance Director, Basildon & Brentwood Alliance
22. Clinical Lead, Mid-Essex Alliance
23. Alliance Director, Mid-Essex Alliance
24. Clinical Lead, South East Essex Alliance
25. Alliance Director, South East Essex Alliance
26. Clinical Lead, Thurrock Alliance
27. Alliance Director, Thurrock Alliance
28. Lead Officer, Basildon Council
29. Lead Officer, Braintree District Council
30. Lead Officer, Brentwood Council
31. Lead Officer, Castle Point Council
32. Lead Officer, Chelmsford City Council
33. Lead Officer, Maldon District Council
34. Lead Officer, Rochford Council
35. CEO, Essex Local Medical Committee

36. CEO, Healthwatch Southend
37. CEO, Healthwatch Essex
38. CEO, Healthwatch Thurrock
39. Representative of Mid & South Essex Community & Voluntary Sector Organisations
40. Representative of Hospice Sector
41. Representative of Anglia Ruskin University
42. Representative of University of Essex
43. Representative of Writtle University College
44. Chief Constable, Essex Police
45. Locality Director, NHS England & Improvement
46. Executive Director of Strategy & Partnerships, Mid & South Essex ICB
47. Director of Communications & Engagement, Mid & South Essex ICB
48. Chief People Officer, Mid & South Essex ICB
49. Chief Finance Officer, Mid & South Essex ICB
50. Director of Strategic Partnerships, Mid & South Essex ICB
51. Medical Director, Mid & South Essex ICB

## Suffolk and North East Essex Integrated Care Partnership (ICP) Initial Draft v5 a. MoU and b. Terms of Reference

### a. Suffolk and North East Essex ICP Memorandum of Understanding

#### 1. Background

1.1 The Health and Care Act 2022 received Royal Assent on 28 April 2022. It introduces two-part statutory ICSs, comprised of an NHS Integrated Care Board (ICB), responsible for NHS strategic planning and allocation decisions, and an Integrated Care Partnership (ICP), responsible for bringing together a wider set of system partners to develop a plan to address the broader health, public health and social care needs of the local population, and which will also work with the local Health and Wellbeing Board in this respect (see 2.2, 2.5 & 2.6 below).

1.2 This initial MoU and Terms of Reference for the Suffolk and North East Essex ICP is based on early guidance published in March 2022 [Integrated care partnership \(ICP\): engagement summary - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/integrated-care-partnership-icp-engagement-summary) from the Department of Health and Social Care (DHSC). This was based on the trilateral engagement undertaken by DHSC, NHSE and LGA on the [ICP engagement document: integrated care system \(ICS\) implementation](#) by DHSC, NHS England (NHSE) and the Local Government Association (LGA).

1.3 This initial draft MoU and Terms of Reference should be considered in the context that 2022 and 2023 are expected to be transitional years for the establishment of ICPs with the following key milestones for development of the ICP and Integrated Care Strategy:

July 2022 - ICP formally established by local authorities and ICBs. July 2022 - DHSC to publish guidance on the integrated care strategy

December 2022 - ICP to publish an interim integrated care strategy

April 2023 – NHS ICB to publish its first 5-year forward plan for healthcare

June 2023 - DHSC to refresh integrated care strategy guidance as appropriate

1.4 It should also be noted that the ICP is being established in the context of the following wider emerging policy and legislative context around health and care:

- **Integration white paper** [Health and social care integration: joining up care for people, places and populations]. This offers new opportunities and some challenges for our Alliances as partners work together to improve integration and empowerment at local place level.
- **People at the Heart of Care: adult social care reform white paper**. This proposes a vision of choice, control, quality, fairness and accessibility – with some specific proposals and funding around housing, adoption of technology, carers, local innovation and planning.
- **Build Back Better: Our Plan for Health and Social Care. Government plan for covid recovery**. This introduced a Health and Care Levy, mainly going to the NHS, a cap on lifetime care costs and ambitious targets for elective recovery.
- **Levelling Up the United Kingdom white paper**. Linked to this are significant transformation programmes as well as likely 'county deals' for Suffolk and Essex.
- A range of other key policy changes including Mental Health Act, Autism Strategy, changes to social care charging and a new action plan for Building the Right Support [supporting people with learning disability and/or autism who may require inpatient care].

1.5 This initial draft MoU and Terms of Reference for the SNEE ICP builds on the early work of the ICS and has been developed as part of the wider ICS Transition Programme which engaged stakeholders from across all sectors in discussions about tailoring local implementation of the proposed new health and care legislation. Further information is in the Suffolk and North East Essex ICS Draft Design Framework considered by the ICS Board in April 2022.

## 2. ICP Role and Function

2.1 Section 26 of the Health and Care Act 2022 amends the Local Government and Public Involvement in Health Act 2007 so that the NHS Integrated Care Board and the local upper-tier local authorities (UTLAs) that fall within the area of the integrated care board must establish an Integrated Care Partnership (ICP). The ICP will be a joint committee of these bodies made under the new section inserted in the Act. The partnership must include members appointed by the NHS Integrated Care Board (ICB) and each relevant upper tier local authority. The ICP may determine its own procedures and appoint other members.

2.2 The Health and Care Act 2022 also amends section 116ZB of the Local Government and Public Involvement in Health Act 2007 so that:

- The Suffolk and North East Essex ICP must prepare a strategy on how to meet the needs of the population it serves through the exercise of functions by the Suffolk and North East Essex NHS Integrated Care Board (ICB), NHS England, Suffolk County Council and Essex County Council.
- Population needs are as identified in the joint strategic needs assessments developed by the Suffolk and Essex Health and Wellbeing Boards.
- The strategy must address whether the needs could be met more effectively through the use of NHS/local authority section 75 agreements and may include a view on how health and social care could be more closely integrated with health-related services.
- Suffolk and North East Essex ICP must have regard to the Secretary of State's mandate to NHS England (national NHS priorities) and the statutory guidance on the integrated care strategy;
- Suffolk and North East Essex ICP must involve Healthwatch and local people and communities in preparing the strategy.

2.3 The Health and Care Act also amends section 116B of the Local Government and Public Involvement in Health Act 2007, so that as upper tier local authorities, Suffolk County Council and Essex County Council and the new Suffolk and North East Essex NHS Integrated Care Board (ICB) must have regard to:

- any joint assessment of health and social care in relation to the area for which they are responsible
- any Integrated Care Strategy that applies to the area of the local authority
- any Joint Health and Wellbeing Strategy prepared by the local authority and any of its partner ICBs

2.4 The Suffolk and North East Essex ICP will not perform a Health scrutiny function and will itself be subject to scrutiny by the Health Scrutiny Committees of Suffolk County Councils and Essex County Council or their Joint Health Overview and Scrutiny Committee (JHOSC).

2.5 This Initial MoU and Terms of Reference will be further developed in response to experience in operation and guidance on the Integrated Care Strategy to be published in July 2022. This national guidance will be informed by responses to a national trilateral engagement based on five expectations of integrated care partnerships (ICPs). The key findings and further actions from this national engagement were as follows:

### **Expectation 1: ICPs will drive the direction and policies of the ICS**

#### **Key findings**

- designate ICB leaders and local authorities should be having active discussions about the role and running of their ICPs and reaching out to wider partners if they are not doing so already
- each ICP should publish a single point of contact by April 2022, so that local partners can get in touch and discuss how they might be involved

#### Further actions

- It is also expected that CQC ICS reviews will assess the functioning of the system for the provision of relevant healthcare and adult social care, looking at the relationship between the ICB, and ICP.

### **Expectation 2: ICPs will be rooted in the needs of people, communities, and places**

#### Key findings

- ICPs should promote a listening and responsive culture across the entire ICS, whether at system, place, or neighbourhood level, and ensuring that decisions are made as close to the people and communities they serve as possible
- Healthwatch and VCSE partners will have a critical role to play in supporting this aspect of ICPs' work, and the ICP will need to consider the capacity of local Healthwatch organisations to do so effectively
- it is expected that mental health representatives will play a significant role in partnerships

#### DHSC will:

- include in its guidance, recommendations for ICPs on who to consider engaging in the preparation of their integrated care strategies
- produce guidance setting an expectation that the ICP should consult local children's leadership, and children, young people, and families themselves, on the integrated care strategy
- continue to work with organisations representing social care providers to develop principles for their involvement ICPs and ICBs
- ensure that guidance for the integrated care strategy is aligned with guidance for ICBs and providers on working with people and communities
- along with NHS England and the LGA, continue to engage with stakeholders on these issues over the coming months and as ICPs are established

### **Expectation 3: ICPs create a space to develop and oversee population health strategies to improve health outcomes and experiences**

#### Key findings

- an ICP's membership and approach should reflect its role in focussing on wider population health outcomes. All members need to recognise that it is an equal partnership.
- systems can learn from each other on how to create the right culture and dynamic between partners.

#### Further actions

- Guidance on the integrated care strategy can further reinforce the role of the ICP to focus on the challenges and opportunities that go beyond traditional boundaries and are best addressed at system level.

### **Expectation 4: ICPs will support integrated approaches and subsidiarity**

#### Key findings

- the ICP should consider the existing and potential role of place and neighbourhood to ensure that there are clear mechanisms to enable subsidiarity of decision making and that decisions are taken once at the most appropriate local level
- during the establishment phase, ICPs should actively learn from emerging models around place and ICP governance, so that they can see how similar systems are designing themselves

#### Further actions

- statutory guidance on the integrated care strategy should set out the challenges and opportunities which are likely to be best overseen by ICPs, as opposed to the other parts of systems (places, local authorities and ICBs)



- DHSC will refresh guidance for Health and Wellbeing Boards in the light of the wider system changes, and those proposed in the Integration White Paper.

**Expectation 5: ICPs should take an open and inclusive approach to strategy development and leadership, involving communities and partners, and utilise local data and insights**

**Key findings**

- local authorities and ICB leaders need to work together to build consensus in the selection of the ICP chair. Where local authorities and ICB are not able to identify a chair who has all their support, the local area may wish to contact DHSC, NHSE for support (see chapter on resources and support below) or the LGA to obtain help in finding a solution.
- successful ICPs will need to build a positive culture of inclusion and collaboration to achieve shared population health outcomes – the support offer is intended to assist local authorities and ICBs to achieve this

**Further actions**

- DHSC will publish statutory guidance on the integrated care strategy in July 2022
- DHSC will include engagement expectations in its guidance on ICP strategies

2.6 Health and Wellbeing Boards were established by Section 194 of the Health and Social Care Act 2012, by requiring each Upper Tier Local Authority to create a health and wellbeing board for its area, as a committee of the local authority and setting out the required membership. The Health and Care Act does not make any substantial changes to the establishment, functions or duties of Health and Wellbeing Boards, however:

- The Act requires local authorities to share Joint Strategic Needs Assessments, prepared by the Health and Wellbeing Boards with the integrated care partnerships that overlap with the area of the local authority.
- Health and Wellbeing Boards are also responsible for preparing joint strategic needs assessments and joint local health and wellbeing strategies, and the Health and Social Care Act 2012 (under section 196) allows local authorities to delegate any functions exercisable by the local authority to the health and wellbeing board that it established.
- Health and Wellbeing Boards have a duty to promote integration between commissioners of NHS, public health, and social care services for the advancement of the health and wellbeing of the local population. A health and wellbeing board must provide advice, assistance, or other support in order to encourage partnership arrangements such as the developing of agreements to pool budgets or make lead commissioning arrangements under section 75 of the NHS Act.

2.7 The establishment of a statutory ICP in Suffolk and North East Essex is a natural next step in the evolution of the current ICS. The current ICS Board already seeks to enable an equal partnership between partners in the ICS supported by an independent secretariat function with a focus on population health and reducing health inequalities, underpinned by Outcome Based Approaches. The current approach is based very much on facilitating whole system *‘Thinking Differently Together’* to develop whole system strategy, working closely with both Health and Wellbeing Boards, Healthwatch and people with lived experience – also facilitating system relationships and positive engagement in the ICS for wider system partners including the VCSE sector. The Suffolk and North East Essex ICP will continue to build on these positive early foundations.

2.8 In supporting the equal partnership between the NHS Suffolk and North East Essex ICB, UTLAs and wider partners in the ICS, the ICP will have a key role in maintaining the brand and identity for the Suffolk

and North East Essex ICS as a collective brand owned jointly and equally by all partners across the NHS, local government and VCSE sector.

2.9.1 The statutory role of the Suffolk and North East Essex ICP will be **to** produce the joint strategy as to how to meet the assessed needs of its area. In discharging this role:

Suffolk and North East Essex ICP will:

- be a forum to build on the **joint positive working between all partners** in Suffolk and North East Essex ICS across the NHS, local authorities and VCSE sector with partners coming together under a distributed leadership model and committing to working together equally.
- use a **collective model of decision-making** that seeks to find consensus between system partners and make decisions based on unanimity as the norm, including working through difficult issues where appropriate.
- agree arrangements for **transparency and local accountability**, including meeting in public with minutes and papers available online.
- champion **co-production and inclusiveness** throughout the ICS.
- hear the voices of those with **lived experience** including those experiencing disadvantage and marginalisation so that they inform strategic thinking and planning
- sign off the **strategic intent** for the health and social care system including the development of the integrated care strategy underpinned by outcome based approaches that ensure a focus on improving **outcomes** for people, including improved health and wellbeing, supporting people to live more independent lives, and reduced **health inequalities**.
- facilitate **'Thinking Differently Together'** across the ICS through a range of collective mechanisms and initiatives accessible to all stakeholders
- oversee **integration** between the NHS, local government (social care and public health) and VCSE sector (including conversations about shared budgets and investment)
- support the **triple aim** (better health for everyone, better care for all and efficient use of NHS resources), the legal duties on statutory bodies to co-operate and the principle of **subsidiarity** (that decision-making should happen at the most local appropriate level)
- ensure **place-based partnership arrangements** are supported, and have appropriate resource, capacity and autonomy to address community priorities, in line with the principle of subsidiarity.
- drive the delivery of a shift of resources into **prevention** developing a clear view on the contribution of the health and social care system into prevention and the determinants of health
- draw on the **experience and expertise** of professional, clinical, political and community leaders and promote strong clinical and professional system leadership.
- **hear the voices of those on the frontline** so that they inform strategic thinking and planning
- operate a **collective model of accountability**, where partners hold each other mutually accountable for their shared and individual organisational contributions to shared objectives.
- hold one another collectively accountable in our role as **"anchor institutions"**
- support the work of the health and wellbeing boards (HWBs) and contribute to their work with broader partners on the **wider determinants of health**
- create a **learning system**, sharing evidence and insight across and beyond the ICS, crossing organisational and professional boundaries.
- own the **collective brand and identity** of the Suffolk and North East Essex ICS.

### 3. ICP Values and Principles

3.1 Suffolk and North East Essex ICP will work, first and foremost, on the principle of statutorily equal partnership between the NHS and local government to work with and for their wider partners and communities. Essex County Council, Suffolk County Council, NHS Suffolk and North East Essex Integrated Care Board (ICB) and the wider partners in the ICS will meet in the ICP as co-owners and equal partners of the ICP committee.

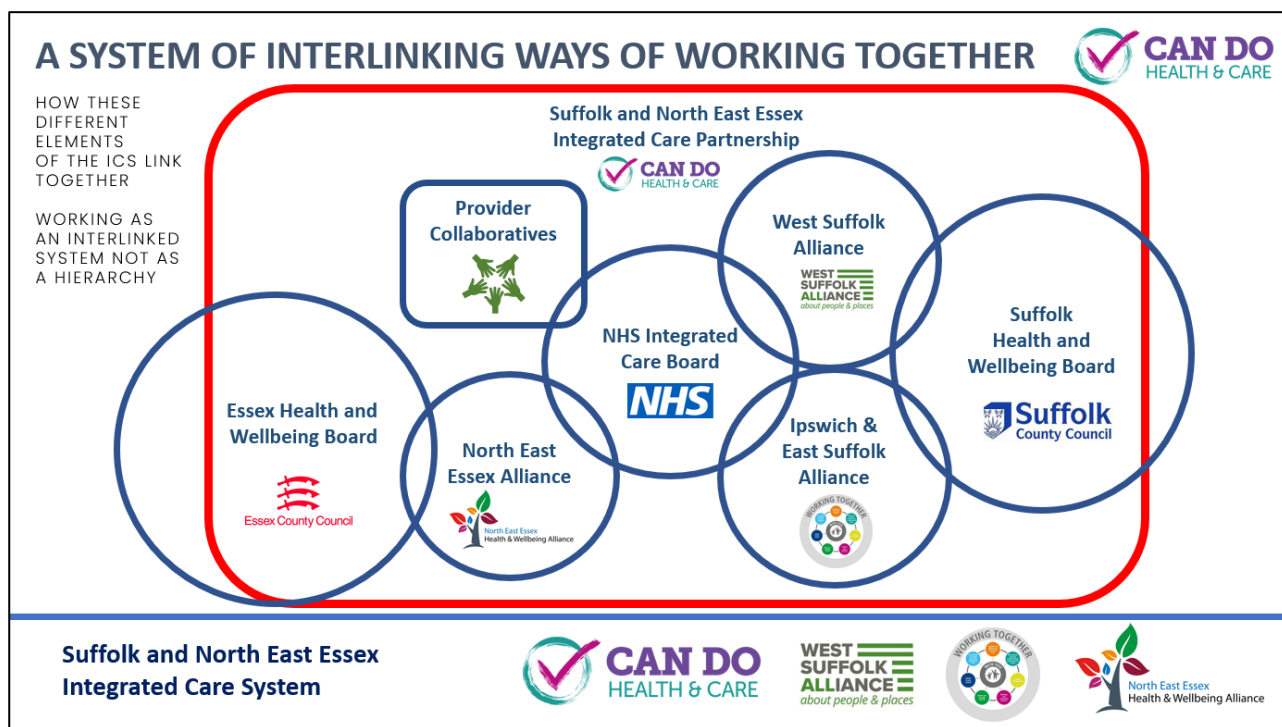
3.2 Local government includes the six district and borough councils across Suffolk and North East Essex, as well as both Essex and Suffolk County Councils. Wider partners across the ICS includes Voluntary, Community and Social Enterprise (VCSE) organisations as well as NHS, social care and public health providers and representatives of people with lived experience or facing marginalisation, adversity or disadvantage.

3.3 The focus of the Suffolk and North East Essex ICP will be on building shared purpose and common aspiration across the whole Suffolk and North East Essex Integrated Care System (ICS). As such Suffolk and North East Essex ICP will have a different status and role to the NHS Suffolk and North East Essex Integrated Care Board (ICB) which is a statutory NHS Body, and local statutory Health and Wellbeing Boards. All three statutory mechanism are equally important and complementary components of the ICS.

3.4 In addition the work of the ICP as a key element of the ICS will reflect the following broader core values that underpin the way that partners across Suffolk and North East Essex have agreed to continue to work together as a statutory ICS.



3.5 The ICP will seek to uphold a non-hierarchical approach to collaboration with the ICS operating as a true ‘system’ – an environment that supports all partners to collaborate and work together in however and wherever the work is done best. This includes arrangements for working together in neighbourhoods, primary care, local places, across counties, across the ICS system, with neighbouring systems in the East of England or with other systems across England. As such the ICP will aim to ensure that different ways to collaborate are genuinely interlinked as a true ‘system’.



3.6 Place-based Alliances have a particularly key role in the Suffolk and North East Essex ICS. It is important to ensure that the work undertaken at system level complements, supports, and enables the work undertaken at place level since integration and transformation happen largely at place level, and collaboration between the NHS and local authorities is increasingly devolved from system to place level. The ICP should not duplicate or undermine that work. Decision making and service delivery needs to happen at the right level and our place-based Alliances have a strong role in transformation and integration. The ICP will provide an overarching set of strategic shared priorities and enabling strategy, with flexibility for Alliances to develop priorities specific to each place.

3.7 Roles that the ICP, rather than places, might undertake, include:

- advocating new place-based approaches – the new legislation requires that ICBs and local authorities take account of integrated care strategies, so the ICP will be well positioned to advocate for considering how the needs of a place are met, whether that be through more integrated approaches, research, innovation, or investment in services for particular populations and cohorts.
- enabling, encouraging, and challenging Alliances to improve and innovate – the ICP will be able to take an overarching look across the Suffolk and North East Essex ICS and across into neighbouring ICSs and identify differences in place-based planning and provision and opportunities for collaboration, research, peer support and learning to spread good practice. For example, the ICP can identify if one Alliance is innovating in a new integrated delivery programme, or designing a new pooled budget, and suggest that might be something another area could learn from. They could spread ideas and expertise on transformation programmes.
- system level integration strategies – particularly areas of integration that could benefit from strategic oversight at system level. For example, looking at the integration of children's health and public health services; or building an integrated workforce strategy that looks across a system footprint and links in with place-based workforce planning; or considering how the system as a whole can support wider socio-economic development and the relationship between work and health.

## 4. ICP Leadership

4.1 Section 26 of the Health and Care Act amends the Local Government and Public Involvement in Health Act 2007 so that the NHS Integrated Care Board and local upper-tier local authorities (UTLAs) that fall within the area of the integrated care board must establish an integrated care partnership. This will be a joint committee of these bodies made under the new section inserted in the Act. The partnership must include members appointed by the integrated care board and each relevant local authority. The integrated care partnership may determine its own procedures and appoint other members.

4.2 Based on the principle of the ICP working as a statutorily equal partnership between the NHS and local government, the Suffolk and North East Essex ICP Committee will be co-chaired by appropriate Elected or Non-Executive leaders nominated by the NHS Integrated Care Board (ICB), Essex County Council and Suffolk County Council. The dual roles of the ICP Co-Chairs in the NHS ICB and Health and Wellbeing Boards is important to ensure that the ICP remains aligned to these other key statutory mechanisms in the ICS with its own clearly defined status and role. The two UTLA Co-Chairs of the ICP Committee will be regular participants on the NHS ICB Board with the right to participate in meetings when and as they feel necessary. The role of the ICP Co-Chairs will be to ensure:

- the creation of a strong and empowered ICP from the outset
- equal ownership and commitment to the ICP from the NHS and local government
- a balanced relationship between the ICP and the ICB within the ICS
- a commitment by wider ICS partners to the ICP values and principles outlined above
- a clear and dynamic relationship with local Health and Wellbeing Boards
- effective collaboration and joint working with neighbouring ICPs and wider ICSs.

4.3 The ICP Director is jointly accountable for the work and operation of the ICP to the three ICP Co-Chairs. A small independent ICP Secretariat function will be resourced by the NHS ICB, Essex County Council and Suffolk County Council. In order to ensure the different status and role of the ICP to both the NHS Suffolk and North East Essex Integrated Care Board (ICB) and two statutory Health and Wellbeing Boards, the ICP Secretariat will be hosted independently within the ICS with appropriate executive and management lines of responsibility and accountability. It will work closely as appropriate with the NHS Integrated Care Board (ICB) Executive Team, Suffolk Health and Wellbeing Board Programme Office and Essex Health and Wellbeing Board Programme Office. The ICP Director will also be a regular participant on the NHS ICB Board and be in attendance at both Suffolk and Essex Health and Wellbeing Boards. The role of the ICP Secretariat will include to:

- support the ICP Co-Chairs in their joint leadership of the ICP
- convene and support statutory meetings of the ICP committee of to include planning and publication of agendas, of minutes and management of actions in line with the agreed standing orders
- convene a strategy steering group to co-ordinate development of the Integrated Care Strategy based on population needs – as identified through local joint strategic needs assessments – to be delivered through the exercise of functions by the NHS ICB, upper tier local authorities and wider partners.
- ensure that there is an explicit point of contact and signposting for all stakeholders into ICS that enables and facilitate all wider partners to collaborate equally through the ICP and other forums
- ensure that all stakeholders can openly access, contribute and engage in the work of the ICP through a broad range of accessible and inclusive mechanisms including a website, communications, events, system learning initiatives and campaigns that support stakeholders in *'Thinking Differently Together'*
- work closely and support key stakeholders and forums that enable key stakeholders to contribute to the work of the ICS – Healthwatch, VCSE sector, non-executive and elected members, clinical and professional forums, those representing people facing discrimination or disadvantage etc.
- champion and support the use of outcome based thinking in the ICS through the delivery of professional learning opportunities and consultancy
- champion and promote health equality and health equity through the ICS supporting NHS, local government and wider stakeholders to make a measurable impact through the Suffolk and North East Essex ICS 5 A's approach to health equality: Anchors, Allyship, Assessment, Awareness, Accountability.



## 5. ICP Membership

5.1 The membership of Suffolk and North East Essex ICP will reflect its role in focussing on wider population health outcomes and recognise that it is an equal partnership. The core statutory membership of the Suffolk and North East Essex ICP will be the three ICP Co-Chairs representing Suffolk County Council, Essex County Council and NHS Suffolk and North East Essex ICB.

5.2 The ICP membership will also include other nominated members from these three statutory bodies as agreed by the ICP from time to time.

5.3 Public health will play a significant role in the ICP with both local authority directors of public health (or their nominated representatives) acting as key members of the ICP. The Health and Care Act includes a duty on Integrated Care Boards to seek advice from persons with the appropriate expertise on prevention and public health – this may include directors of public health (which complements the existing duty in section 6C regulations for local authorities to provide the NHS with public health advice).

5.4 Healthwatch has a specific statutory role within the ICP. The Health and Care Act requires ICPs to involve their local Healthwatch organisations on the preparation of their strategies and embedding a culture of active listening, responding to community concerns across the whole system, and scrutinising local decisions. Local people and patients will want to know that their voices are being heard and their views are acted upon. As the public champions in health and social care, and with links into seldom heard communities, Healthwatch Suffolk and Healthwatch Essex are well placed to support work of the ICP.

5.5 The ICP is specifically required to work with people and communities on the development of the integrated care strategy through existing engagement channels of all partners, making connections to existing community fora and democratic representatives. This will allow decision making within the ICP to be informed by the views of people and communities represented in the ICP membership through representatives of a wider lived experience network including in particular members able to bring forward perspectives from unpaid carers and babies, children, young people and families.

5.6 The membership of the Suffolk and North East Essex ICP will be decided by the ICP from time to time. It will include a breadth of clinical and professional perspectives including mental health, safeguarding, social care providers, general practice, medical, nursing, allied health professionals, dentists, optometrists and pharmacists.

5.7 Recognising the importance of subsidiarity and working at 'place', the ICP membership will include representation from each of the three place-based Alliances in the ICS and District and Borough Councils as determined by the ICP from time to time.

5.8 The VCSE sector are key partners in the Suffolk and North East Essex ICS and as such will be represented in the membership of the ICP through members of the ICS VCSE Assembly to include the chair and representatives from infrastructure organisations, hospices and other VCSE sector providers as determined by the ICP from time to time..

5.9 Wider stakeholders interests to be represented in the ICP will include those of NHS acute, community, ambulance, mental health and other providers, NHS England and academic organisations as determined by the ICP from time to time.

5.10 The ICP will have an appropriately balanced membership drawn from across its footprint to ensure that the interests of stakeholders from North East Essex, West Suffolk and Ipswich and East Suffolk are represented as determined by the ICP from time to time.



5.11 Based on the criteria outlined above the initial membership of the ICP could be in excess of 50 members. One of the challenges to be addressed is that the potential membership of the statutory ICP joint committee could end up with a very large number of members. It is intended to actively manage the size of the new statutory ICS committee by doubling up representation where possible e.g. by appointing members able to represent more than one perspective and bringing in new members gradually.

5.12 The ICP will keep its membership under review from time to time and may change membership.

DRAFT

## **b. Suffolk and North East Essex ICP Terms of Reference**

### **BACKGROUND**

Section 116ZA of Local Government and Public Involvement in Health Act 2007 requires the Integrated Care Board (**ICB**) and each upper tier local authority whose area coincides with the area of an ICB to establish an Integrated Care Partnership (**ICP**), which is a joint committee of these bodies. The ICP may appoint other members and determine its own procedures.

**ICPs** have a critical role to play in Integrated Care Systems (**ICS**), facilitating joint action to improve health and care outcomes and experiences across their populations, and influencing the wider determinants of health, including creating healthier environments and inclusive and sustainable economies.

### **NAME**

The name of the ICP is 'The Suffolk and North East Essex Integrated Care Partnership'

### **OBJECTS**

The Suffolk and North East Essex ICP will consider what arrangements work best in its area by creating a dedicated forum to enhance relationships between the leaders across the health and care system that :-

- build on existing governance structures such as Health and Wellbeing Boards (**HWBs**) and other place-based partnerships, and support newly forming structures to ensure governance and decision-making are proportionate, support subsidiarity and avoid duplication across the ICS
- drive and enhance integrated approaches and collaborative behaviours at every level of the system, where these can improve planning, outcomes, and service delivery
- foster, structure, and promote an ethos of partnership and co-production, working in partnership with communities and organisations within them
- address health challenges that the health and care system cannot address alone, especially those that require a longer timeframe to deliver, such as tackling health inequalities and the underlying social determinants that drive poor health outcomes, including employment, reducing offending, climate change and housing
- continue working with multiagency partners to safeguard people's rights and ensure people are free from abuse or neglect and not deprived of their liberty or subject to compulsory detention or treatment without safeguards
- develop strategies that are focused on addressing the needs and preferences of the population including specific cohorts

### **FUNCTIONS**

Under s116ZB of the Local Government and Public Involvement in Health Act 2007 the Suffolk and North East Essex ICP is required to prepare an integrated care strategy that :-

- Details how the needs of residents of its area will be met by either the ICB, NHS England, or local authorities
- Considers how NHS bodies and local authorities could work together to meet these needs using section 75 of the National Health Service Act 2006
- Must have regard to the NHS mandate and guidance published by the Secretary of State

- Involves the Local Healthwatch and people who live or work in the ICP's area
- Is reviewed and revised as required when a new Health and Social Care joint strategic needs assessment is received from a local authority within the ICP
- Considers how health related services can be more closely integrated with arrangements for the provision of health services and social care in its area
- Is published and provided to each local authority in its area and each partner Integrated Care Board of those local authorities

Under s116B of the Local Government and Public Involvement in Health Act 2007 a local authority and each of its partner ICPs must have regard to :-

- Any joint assessment of health and social care in relation to the area for which they are responsible
- Any Integrated Care Strategy that applies to the area of the local authority
- Any Joint Health and Wellbeing Strategy prepared by the local authority and any of its partner ICBs

The Suffolk and North East Essex ICP will not perform a Health scrutiny function and will itself be subject to scrutiny by the Health Scrutiny Committees of the County Councils of Suffolk and Essex.

## MEMBERSHIP

There are two classes of members of the ICP:

- Statutory members
- Co-opted members

The initial statutory membership of the Suffolk and North East Essex ICP will be one member appointed by each of Suffolk County Council, Essex County Council and the NHS Suffolk and North East Essex ICB.

## Voting Members

The voting membership of the Suffolk and North East Essex ICP will comprise the following:-

Type/Sector	Role
Essex County Council	Chair of Essex Health and Wellbeing Board
Suffolk County Council	Chair of Suffolk Health and Wellbeing Board
NHS Suffolk and North East Essex Integrated Care Board (ICB)	Chair

## Co-opted Members

Where a member is to be appointed other than by a county council or the ICB then the ICP will invite nominations via any fair process determined by their appointing organisations and the agreed nominee will be co-opted on to the ICP at a meeting of the ICP. In the event that there is no clear nominee or if there is a dispute as to the identity of the nominee the ICP may co-opt as it thinks fit.

Essex County Council, whose Health and Wellbeing Board now operates across three ICS will not be exercising Health and Wellbeing Board activity through the Suffolk and North East Essex ICP

Suffolk County Council, whose Health and Wellbeing Board now operates across two ICS will not be exercising Health and Wellbeing Board activity through the Suffolk and North East Essex ICP.

In addition to the membership of the Suffolk and North East Essex ICP, the Suffolk and North East Essex ICP may appoint such additional persons as it sees fit, either as co-opted members or as observers. Observers shall also be entitled to participate in discussion at meetings of the Suffolk and North East Essex ICP.

### **PROFESSIONAL AND ADMINISTRATIVE SUPPORT**

The Suffolk and North East Essex ICP may establish Programme Boards/Advisory Sub-Groups to oversee specific work programmes or broader thematic areas as required. Programme Boards/Sub-Groups, reporting into the Suffolk and North East Essex ICP, will be managed in accordance with separate terms of reference as agreed by the Suffolk and North East Essex ICP

The role, remit and membership of Programme Boards/Advisory Sub-Groups will be reviewed regularly by the Suffolk and North East Essex ICP to ensure they remain flexible to the demands of ongoing and new programmes of work.

Administrative support to the Suffolk and North East Essex ICP will be provided by a small independent ICP Secretariat with the reasonable costs of this split between by the NHS Suffolk and North East Essex ICB, Suffolk County Council and Essex County Council subject to the agreement of each authority which is expected to pay.

The Suffolk and North East Essex ICP may from time to time decide that the work of the ICP can be supported by wider partner organisations in the Suffolk and North East Essex ICS.

### **STANDING ORDERS**

The Suffolk and North East Essex ICP is governed by Standing Orders approved and amended by the ICP from time to time. The Current standing orders are set out in Annex A attached to these Terms of Reference.

### **REVIEW**

This document be reviewed by members of the Suffolk and North East Essex ICP in or around August 2022 following publication of further guidance by DHSC on the role of ICPs expected in July 2022.

## Annex A - Suffolk and North East Essex ICP STANDING ORDERS

### Appointment of Co-Chairs

- i. Based on the principle of the ICP working as a statutorily equal partnership between the NHS and local government, the Suffolk and North East Essex ICP Committee will be co-chaired by appropriate Elected or Non-Executive leaders, one nominated by the NHS Integrated Care Board (ICB), one nominated by Essex County Council and one nominated by Suffolk County Council.
- ii. The Co-Chairs will hold office until they resign, cease to be a member of the Suffolk and North East Essex ICP or until their successor is appointed under this paragraph and will be appointed annually at the first meeting taking place after Suffolk County Council and Essex County Council have held their annual meetings.
- iii. If a vacancy arises for any position within the Municipal Year, an appointment will be made for the remainder of the Municipal Year.

### Membership

- i. The initial membership of the ICP will be determined by the three Co-chairs as voting members based on the principles outlined above. Members will be drawn from nominations made by forums or organisations in the ICS representing the perspectives outlined above.
- ii. Decisions to add further additional members will be determined by the ICP Committee once convened.
- iii. All members will be expected to enable good two-way connections between the ICP and the constituent partners or forums, modelling a collaborative approach to working and listening to the voices of people, patients, and the public.
- iv. The Suffolk and North East Essex ICP may appoint representatives to other outside bodies as co-opted members.

### Alternate or Substitute Members

- i. Members must be able to prioritise these meetings and make themselves available for the work of the ICP. Members will normally be expected to attend at least 75% of meetings held each calendar year. A tracker recording attendance at ICP Committee meetings will be maintained and circulated together with the papers for each meeting.
- ii. Exceptionally where this is not possible a deputy of sufficient seniority may attend. They must have delegated authority to make decisions on behalf of the organisation or forum they represent. For local authority representatives, this will be in accordance with the due political process.
- iii. The ICP Co-Chairs must be informed in advance of the relevant meeting of the identity of a substitute via the ICP Secretariat.
- iv. Each voting member will be entitled to appoint from time to time one named alternate or substitute member in exceptional circumstances, who may act in all aspects as a voting member of the Suffolk and North East Essex ICP in the absence of the voting member appointed.

## ICP MEMBERSHIP

The ICP membership shall be structured as follows:

Voices/Perspectives	Member	
County Councils	<b>*Chair of the Health and Wellbeing Board – Suffolk County Council</b>	X
	<b>* Chair of the Health and Wellbeing Board – Essex County Council</b>	X
Public Health	Director of Public Health – Suffolk	X
	Director of Public Health – Essex	X
Social Care	Director of People and Families - Suffolk	X
	Director of Adult Social Care - Suffolk	X
	Director of Children's Social Care – Suffolk	X
	Director of Adult Social Care - Essex	X
	Director Children, Families and Education – Essex	X
NHS Integrated Care Board (ICB)	<b>*ICB Chair</b>	X
	ICB Chief Executive	X
	ICB Director Strategy & Transformation	X
Healthwatch	Healthwatch Suffolk	X
	Healthwatch Essex	X
NHS Providers	East Suffolk & North Essex NHS Foundation Trust	XX
	West Suffolk Hospital NHS Foundation Trust	X
	Mental Health Collaborative – EPUT/NSFT	XX
	East of England Ambulance NHS Trust	X
District & Borough Councils	Suffolk District & Borough Council Rep	X
	NE Essex District & Borough Council Rep	X
Social Care Providers	Social Care Providers - Domiciliary	X
	Social Care Providers – Care Homes	X
NHS England	NHS England East of England	X
VCSE Sector	VCSE Assembly Chair	X
	Hospices	XXX
	CVS Organisations	XXX
	VCSE Providers	XXX
Medical	ICB Medical Director	X
Nursing	ICB Director of Nursing	X
AHPs	Allied Health Professional Representative	X
Mental Health Profs	Mental Health Clinical Rep	X
Social Work Profs	Social Work Representative	X
Primary Care/PCNs/LMCs	General Practice – Suffolk – 2 x LMC, 1 x Suffolk GP Federation	XXX
	General Practice – Essex – 1 x LMC, 1 x GPPC	XX
LPNs	Pharmacy / Dentistry / Optometry	XXX
Academic Institutions	Universities – educational or research organisations	XXX
Safeguarding	Suffolk Safeguarding Chair	X
	Essex Safeguarding Chair	X
Lived Experience	Lived Experience Network	XXX
	UTLA Elected Members – representing children and adults	XX
Place Based Alliances	North East Essex Alliance	X
	Ipswich & East Suffolk Alliance	X
	West Suffolk Alliance	X
ICP Secretariat	ICP Director	X
<b>MAXIMUM TOTAL MEMBERSHIP</b>		<b>63</b>

\*denotes the role of ICP Co-Chair and voting member

## Term of Office



- i. The term of office of voting and alternate or substitute voting members shall end:
  - if rescinded by the organisation by whom they are appointed; or
  - if a Councillor appointed by a Council ceases to be a member of the appointing Council.
  - if an ex officio member ceases to be appointed in that role
  - if the individual changes role within an organisation and is no longer in the role that led to their appointment to the ICP.

## **Quorum**

- i. The quorum for meetings of the Suffolk and North East Essex ICP will be at least one member appointed by Suffolk County Council, one member appointed by Essex County Council and one member appointed by the NHS Suffolk and North East Essex Integrated Care Board (ICB).
- ii. If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chair's discretion. If there remains no quorum at the expiry of this period, the meeting will be abandoned, and no business will be transacted.
- iii. If there is no quorum at any stage during a meeting, the Chair will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed, and no further business will be transacted.
- iv. The Quorum provisions above shall apply equally to virtual meetings.

## **Member Conduct**

- i. All members of the Suffolk and North East Essex ICP shall comply with any code of conduct applicable to the professional body and/or the organisation they represent.
- ii. Members of the Suffolk and North East Essex ICP are required to declare any interests they have in respect of matters being discussed by the Suffolk and North East Essex ICP.
- iii. If a member persistently disregards the ruling of the Co-Chair, or person presiding over the meeting, by behaving improperly or offensively or deliberately obstructs business, the Co-Chairs, or person presiding over the meeting, may move that the member be not heard further.
- iv. If the member continues to behave improperly after such a motion is carried, the Chair, or person presiding over the meeting, may move that either the member leaves the meeting or that the meeting is adjourned for a specified period.

## **Meetings and Proceedings of the Suffolk and North East Essex ICP**

- i. The Suffolk and North East Essex ICP shall hold at least 10 meetings each year. Special meetings may be called at any time by (i) the Co-Chairs or (ii) by a written notice requiring a meeting to be called being served on the Co-Chairs by the NHS ICB or Suffolk County Council or Essex County Council specifying the business to be transacted.
- ii. A co-chair present shall preside at the meeting, if there is more than one co-chair present then the Partnership will, as its first item of business agree which Co-chair will preside at the meeting, The person chairing that meeting will be rotated between the co-chairs. In the event that the planned presiding Co-Chair is unable to attend (for example in the event of illness) then one of the other Co-

Chairs will act of the presiding Co-Chair on their behalf for that meeting. If no co-chair is present then the meeting shall elect another member of the partnership to preside at the meeting.

- iii. The agenda for each meeting of the Partnership shall include any report approved by any of the co-chairs of the Partnership.
- iv. The Suffolk and North East Essex ICP may hold any meeting remotely using Microsoft Teams, Zoom or any other suitable platform and may live stream the meeting.

### **Notice of and Summons to Meetings**

- i. Regular meetings of the statutory ICP will be planned on an annual basis. With the exception of the first formal meeting of the ICP which will take place on Friday 1 July 2022, meetings will normally be held on the morning of the second Friday of each month.
- ii. At least five clear working days before each meeting, a copy of the agenda and associated papers will be published online and sent to every member of the ICP. The agenda will give the date, time and confirmation regarding whether the meeting is in person or virtual, will specify the business to be transacted and will be accompanied by such details as are available.

### **Voting**

- i. Suffolk and North East Essex ICP members commit to seek, where possible, to operate on the basis of consensus.
- ii. If it is not possible in a specific instance to find a consensus, the Chair of the meeting may defer the issue to a later meeting of the Suffolk and North East Essex ICP, which may be an adjournment of the same meeting. Where an item has been deferred for lack of consensus a vote will be taken by the three statutory voting members.
- iii. All members of the Suffolk and North East Essex ICP are entitled to speak on any item.
- iv. In the case of an equality of votes the person presiding at the meeting will have a second or casting vote.

### **Reports from Health Overview and Scrutiny Committees**

- i. The Chair of the Joint Health Overview and Scrutiny Committee (JHOSC) will be invited to be an observer of the ICP. The Suffolk and North East Essex ICP will receive any reports and recommendations from the JHOSC or the Health Scrutiny Committees of either Suffolk or Essex County Council and the Chairs of Health Scrutiny Committees of both Suffolk and Essex County Councils, or a nominated representative on their behalf, will also be entitled to attend meetings of the Suffolk and North East Essex ICP to represent the Committee as an observer.

### **Public Questions**

- i. At a meeting of the Suffolk and North East Essex ICP any member of the public who is a resident of West Suffolk, Ipswich and East Suffolk or North East Essex or a registered local government elector in those areas may ask a question about any matter over which the Suffolk and North East Essex ICP has authority or which directly affects the health and wellbeing of the population.
- ii. A member of the public who wishes to ask a question shall give written notice, including the text of the proposed question, to the ICP Director at least 7 clear working days before the meeting.

- iii. Unless the presiding Co-Chair otherwise agrees and subject to the paragraph below, a member of the public may only ask one question.
- iv. Questions shall be put orally at the meeting in the order in which notice of the question has been received and an answer shall be given by the presiding co-chair or such other person as they may nominate. At the end of each reply, the questioner may ask one supplementary question arising from the answer. A member of the Suffolk and North East Essex ICP nominated by the Chair will either give an oral reply to the question and/or any supplementary question orally or will indicate that a written reply will be sent to the questioner within 5 working days. There shall be no debate about the question or any supplementary question between members of the to the Suffolk and North East Essex ICP.
- v. The period of time allocated to questions shall be limited to 15 minutes unless the Presiding co-Chair agrees to extend this time. Any questions remaining after that period has elapsed shall be subject to a written reply within 5 working days.
- vi. Answers given orally at the meeting shall be included in the Minutes. Written replies shall be copied to all members of the Suffolk and North East Essex ICP.
- vii. For the avoidance of doubt a County Councillor, or a District Councillor for a District Council in Suffolk or Essex, who, in either case, is not a member of the Suffolk and North East Essex ICP shall be regarded as a member of the public.

#### **Minutes**

- i. The presiding Co-Chair for each meeting will sign the minutes of the proceedings after they have been agreed as a correct record at that meeting. The presiding Co-Chair will then move that the minutes of the previous meeting be signed as a correct record.
- ii. The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

#### **Interpretation of Standing Orders**

- i. The ruling of the Presiding Co-Chairs of the Suffolk and North East Essex ICP as to the interpretation of these Standing Orders shall be final. Each meeting of the ICP will be chaired by one of the three ICP Co-Chairs on a rotating basis. The agenda for each meeting will clearly state who the presiding ICP Co-Chair will be for that meeting. In the event that the planned presiding Co-Chair is unable to attend (for example in the event of illness) then one of the other Co-Chairs will act of the presiding Co-Chair on their behalf for that meeting

#### **Suspension of Standing Orders**

- i. As far as is lawful, any of these Standing Orders may be suspended by motion passed by the majority of those ICP members present and entitled to vote.

**Forward Plan reference number: FP/323/03/22**

<b>Report title:</b> Establishment of a new 420-place primary school and co-located 56 place Early Years and Childcare provision in the Limebrook Way housing development, Maldon	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Tony Ball, Cabinet Member for Education Excellence, Lifelong Learning and Employability	
<b>Date:</b> 24 May 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Mark Pincombe - School Organisation Officer, <a href="mailto:mark.pincombe@essex.gov.uk">mark.pincombe@essex.gov.uk</a>	
<b>County Divisions affected:</b> Maldon	

**Confidential Appendix**

This report has a confidential appendix which is not for publication as it includes exempt information falling within paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

## 1. Everyone's Essex

1.1 Establishing a new primary school in this area delivers on all four strategic aims identified in Everyone's Essex – Our plan for levelling up the county: 2021-2025. These will include:

- Delivering **infrastructure** to support new homes and communities. The school is in an area of growth and expanding education infrastructure will have the outcome of ensuring that high quality local educational facilities are provided to match new housing.
- Achieving **net-zero**. The new buildings will have a net-zero design, and so will have the outcome of generating renewable energy and using energy efficient construction methods to mitigate their carbon impact. Enabling active travel will also facilitate a reduced reliance on motor travel and its associated carbon impact.
- Enabling **healthy lifestyles**. Providing local school places, along with the measures included to enable and promote active travel, will have the outcome of enabling the inclusion of activity and exercise as part of the journey to and from school.
- Supporting high quality **education outcomes**. With the new provision, the new high quality facilities will have the outcomes of ensuring children are able to learn, and teachers able to teach, in the most conducive environment for success.

1.2 If the recommended option is approved, Essex residents in the Maldon area will benefit from additional, high quality primary provision becoming available in their

area from September 2024, increasing their chances of gaining local places for their children in preferred schools.

- 1.3 Establishment of a new primary school in Maldon represents a capital investment in its local community. It will deliver a modern, high quality learning environment for pupils beginning their formal education, promoting engagement during those vital early years of schooling and thus increasing the likelihood of future prosperity.

## **2 Recommendations**

- 2.1 Agree that a new 420-place primary school and 56 place Early Years and Childcare provision should be established to serve Maldon from September 2024, in order to accommodate population growth at the Limebrook Way housing development.
- 2.2 Agree that the Director, Education issues a specification seeking proposals to establish a free school in the area.
- 2.3 Agree that the Council publicises the fact that it is seeking proposals by sending them to operators of schools in Essex, and by public notice.
- 2.4 Agree that if proposals received do not include the early years provision, Essex County Council will implement an application process to identify an independent early years provider, to deliver the services detailed in the specification from this site and then bring a report to the Cabinet Member to agree the terms of the lease.
- 2.5 Approve the capital budget for construction and associated project fees as profiled in the Confidential Appendix.
- 2.6 Agree to the procurement of the associated building works through a two-stage design and build mini competition using the Essex Construction Framework.
- 2.7 Agree to enter into a Pre-Construction Agreement with the successful contractor following completion of the first stage tender process in the Essex Construction Framework Agreement.
- 2.8 Agree that the Head of Infrastructure Delivery is authorised to agree the terms of the Pre-Construction Agreement.
- 2.9 Agree that the Head of Infrastructure Delivery is authorised to award a construction contract to the successful contractor, following the completion of the second stage tender process in the Essex Construction Framework, when he is satisfied that:
  - a. planning permission has been granted;

- b. the construction costs are within the agreed budget and represent value for money and
- c. Arrangements are in place for the end user(s) of the building (including the early years provisions) to be provided with collateral warranties by the principal contractors

### **3 Background and Proposal**

- 3.1 The demand for school places continues to grow within the administrative area of the Council and ECC has a duty to ensure that there are sufficient school places for children living in the County. In executing these responsibilities, ECC also seeks to add value to the educational offer that can be made to parents and carers within a local area, to ensure that learners receive the best possible outcomes from their time in formal education.
- 3.2 The Council has a statutory duty under the Childcare Act 2006 to ensure that there is sufficient and accessible high-quality early years and childcare provision to meet local demand. This includes provision of childcare places for children aged between 0-5 years as well as wrap around provision for school aged children (5-11 or up to 19 with additional needs).
- 3.3 Like many places across Essex, Maldon is growing as a result of house building activity. Projected pupil numbers, as set out within Essex County Council's latest school place planning document (10 Year Plan - Meeting the demand for school places in Essex, 2021-2030), show a sharp rise over the next few years and as such, these children should ideally be accommodated within local schools.
- 3.4 Should these places not be provided locally then there is a strong possibility that increased car journeys will need to be made outside the local area, in order for parents to secure a preferred primary school placement. However, by including provision that sits directly within the area of demand it is not unreasonable to see this as the more sustainable solution, with children able to walk, cycle or scoot to their local school, reducing congestion and the subsequent impact that that has upon public health. It will also reduce the carbon impact by reducing unnecessary car journeys. Such methods of active travel will be supported by the design and facilities of the school.
- 3.5 The proposed new school is to achieve net-zero carbon design and this supports the strategic aim of Everyone's Essex to create a high-quality environment by reducing carbon emissions.
- 3.6 The proposed new nursery at Limebrook Way is being created to support the needs of the additional housing that is being built in this development. The application considered 1000 new homes which would see the need for up to 90 new childcare places to be created to meet demand from the Limebrook Way development. These places are required in addition to the current early years provision within Maldon West which would not be able to meet this additional demand.



- 3.7 There is a growing demand for primary school places within Maldon and Heybridge, the relevant planning group. The ongoing deficit of places in the area over the next ten years is illustrated by the following table should no mitigation be forthcoming. The proposed new school will add 30 places per year initially rising to 60 places per year once the demand rises. The places created by the new school will ensure there is no deficit of primary school places in the local area for the foreseeable future. This includes the demand for places that arise outside of the normal admissions cycle. For example, from families moving into the local area throughout the year.

**. Maldon / Heybridge**

Current PAN: 302

Current Capacity: 2256

**Reception Place Forecast**

Year	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
+/-	14	35	8	-1	-10	-22	-27	-34	-40	-44
All Saints CE Primary, Great Totham Primary, Heybridge Primary, Maldon Primary, St Francis Catholic Primary, Wentworth Primary, Woodham Walter CE Primary										

**3.8 Existing early years provision:**

Provider Type	Funded ?	Sufficiency Capacity	Sufficiency Places Taken	Sufficiency Availability	% Places Taken Total	Waiting List	% Waiting List
Pre-School	FUNDED	31	26	5	83.9%	7	26.9%

- 3.9 The proposal to increase the number of primary school places available by establishing a new two form of entry school will ensure that more local children can access a local school place. It will provide more places to meet the growing demand in the area particularly demand from the new Limebrook Way housing development.
- 3.10 The Limebrook Way housing development in Maldon has planning permission for approximately 1800 homes. A s106 agreement is in place and provides a site for a new primary school and a contribution of £6.691m for the construction of the new school.
- 3.11 The potential impact of a new primary school on other local schools has been taken into account. The demand in the area will be closely monitored and ECC will recommend that the new school opens with a 1FE intake until demand shows the need for 2FE. It is anticipated that the School will grow on a phased basis, as it admits up to 30/60 pupils into its Reception Year cohort year-on-year.
- 3.12 Early Years and Childcare providers offer a range of flexible options for parents, with many offering term-time and part-time places which meet the needs of many families, whilst day nurseries offering extended hours (and possibly a wider age range) may also offer a suitable solution for working families. In addition to early years places, facilities may also look to deliver wrap around and/ or holiday club

care for older children (dependent on local need). It is not expected that the further EY provision proposed in this report would impact on current providers as due to the level of housing, these places are required in addition to the current Early Years and Childcare places offered within the ward.

- 3.13 A consultation on the proposed new school was conducted by ECC between 24 January 2022 and 6 March 2022, with consultation documents being made available online and sent to interested parties via email. Virtual drop in sessions were also offered to interested parties. Responses to the consultation could be made through the organised virtual information sessions and/or via the electronic response form, and by letter or email
- 3.14 A total of 189 responses were received during the consultation period with 162 in favour and 27 not supporting the proposal.
- 3.15 The concerns raised were related to a lack of SEND places in the area (12 responses), parking/traffic issues in the area (10 responses), and the need for a new school as opposed to expanding existing schools in the area (3 responses). The response to these concerns are detailed below.
- 3.16 ECC is currently developing a SEND sufficiency strategy to set out how we intend to fulfil our statutory responsibilities for the delivery of specialist provision across the local area. The strategy will seek to balance the need to ensure that we support mainstream schools to be inclusive and able to offer high-quality provision for children and young people with SEND against the need to have a sufficiency of specialist provision – either through special school places or the development of specialist provision in mainstream schools. The strategy will be informed by recently completed capacity assessments of Essex’s existing special schools, the current profile of the Essex SEND population (including their geographical location) and the future population mapped by our recently developed forecasting tool.
- 3.17 This new primary school is required due to new housing and providing a school on the new development will minimise any increase in motor vehicle movements. The project scope will include the integration with the external walking and cycling network, alternative pedestrian entrances where possible, the provision of distinct cycle and scooter storage facilities, all to further encourage non-car use as modes of transport to getting to school. The Academy sponsor (once selected) and the school staff will be working with ECC on a school travel plan, which can be successful in mitigating any increase in traffic movements. The Academy sponsor will hold its own consultation on the new school once appointed and this will be a further opportunity for interested parties to raise any concerns they may have.
- 3.18 The proposed new school is needed to serve the Limebrook Way housing development. The only other school within reasonable walking distance of the development is Wentworth Primary. Expansion at Wentworth Primary was considered but the school does not sufficient site capacity for the additional 2FE needed. If Wentworth Primary was to expand by 1FE the proposed new school would still be required but as a 1FE school. The Department of Education and

ECC do not generally support the creation of new 1FE schools due to the difficulty in such schools being financially viable both in construction costs and running costs.

- 3.19 The Essex Construction Framework is a framework agreement set up by ECC with principal contractors appointed to the framework to carry out design and construction related works. The framework uses a two-stage mini-competition process to select the successful contractor. Following completion of the first stage of the tender process, a Pre-Construction Agreement is entered into which requires the successful contractor to develop their design and apply for planning permission. A construction contract is then entered into following completion of the second stage of the tender process which requires the submission of the Final Tender Submission from the Contractor.
- 3.20 Contractors on the Essex Construction Framework have been invited to the first stage of the mini competition. These responses will be evaluated using a 60% cost and 40% quality split. Following evaluation of all of the bids received, a Pre-Construction Agreement will be entered into with the successful contractor to enable them to work up their design and start the planning approval process. Once the design has been finalised and planning permission obtained, the successful contractor will be asked to submit a Final Tender.
- 3.21 The Final Tender submission will be assessed, and a construction contract will be awarded subject to the project being within budget, quality criteria being satisfactorily met, and the contractor having achieved planning approval.

## **4 Links to our Strategic Ambitions**

- 4.1 This report links to the following aims in the Essex Vision
- Provide an equal foundation for every child
  - Develop our County sustainably
  - Share prosperity with everyone
- 4.2 Approving the recommendations in this report will have the following impact on the Council's ambition to be net carbon neutral by 2030:
- The School will benefit from a building that includes zero carbon enhancements to the specification, which will contribute to ECC's aspiration to reduce its carbon footprint, working towards its net zero targets. Any reductions saved through cost avoidance could be reinvested into resources that improve the delivery of the curriculum, thereby improving education outcomes for young people.
  - The aspiration to achieve zero carbon in the project specification is consistent with ECCs emerging commitment towards commissioning zero carbon buildings as referenced in the climate change commission report presented to ECC. The proposed Net zero enhancements will consist of PV, LED lighting and Air Source Heat Pumps.

- Building to the 2050 weather file helps mitigate the risks of future overheating, and the use of the weather data files enables designers to test their building models against a variety of weather scenarios and predictions for UK summer temperatures. This means buildings can be designed to be more sustainable and resilient to current and future weather conditions.
- Considerations within the modelling process to avoid overheating and also improve energy efficiency, aligned with the Department for Education (DfE) guidance of a fabric first approach, would include, building orientation, building form, thermal mass of the building fabric, high insulation, increased airtightness, optimising solar gain and natural ventilation.
- Including provision that sits directly within the area of demand will reduce car journeys, reducing congestion and the subsequent impact that that has upon public health and reduce the carbon impact on the environment.

4.3 This report links to the following strategic priorities in 'Everyone's Essex':

- A strong, inclusive and sustainable economy
- A high-quality environment
- Health wellbeing and independence for all ages
- A good place for children and families to grow

## **5 Options**

### **5.1 Option 1 – Agree to approve the proposal to establish a new 420 place primary school and co-located 56 place Early Years and Childcare provision.**

5.1.1 This proposal is part of the overall strategic response to meet the need for additional school places.

5.1.2 ECC's proposal to establish a new primary school is intended to ensure that local children have the opportunity to access a local school and, as the need for these places is driven by local housing within the town, these children will live within walking distance of the School and a safe walking route will exist for them to get there on foot, bicycle or scooter. In addition, ECC has dedicated officers who assist schools in drawing up travel plans, and this resource will be available to the School should it be needed to mitigate the impact of travelling to the site by car.

5.1.3 The outcome of the strategic analysis indicated that the establishment of a new 420 place primary school is a viable option that represented good value for money to the Essex taxpayer. Option 1 is therefore the preferred option.

### **5.2 Option 2 – Do nothing**

5.2.1 The option to do nothing is not practicable. This report identifies a growing need for primary school places within Maldon, and Essex County Council is under a legal duty to make sure that a school place is available for each child within its administrative area that requires one. Not providing sufficient local school places, would lead to children having to travel much further to access a school place. While we cannot be certain of the amount of pupils that would be eligible for funded home to school transport, at the current average cost of provision the cost to the council could potentially grow to £1.14m per year. If even a quarter of pupils needing to travel further to find a school place were eligible for home to school transport, this would equate to an annual revenue cost of up to £285,431. Accordingly, taking no action is not the recommended option.

### **5.3 Option 3 – Expand an existing primary school**

5.3.1 The only primary school within a reasonable distance of the Limebrook Way housing development is Wentworth Primary School. This school does not have sufficient site area to expand by the required size (two forms of entry) to meet the demand for school places from the development. If the school was expanded by one form of entry (30 places per year) this would still leave one form entry of demand.

5.3.2 Accordingly, expanding an existing primary school is not the recommended option.

## **6 Issues for consideration**

### **6.1 Financial implications**

#### Capital

6.1.1 Please see the confidential financial appendix for capital financial information.

#### Revenue

6.1.2 A pre-opening budget of £150,000 will be provided from the Growth Fund to pay for costs incurred before the new school becomes a legal entity and has pupils on roll, as set out in the ECC Growth Fund Policy. This is to ensure that the school can undertake all necessary work and appoint staff in preparation for opening.

6.1.3 School revenue budgets are funded from the Dedicated Schools Grant (DSG) and are based on pupil numbers in the October prior to the start of the financial year. For new academies, in the first year of operation the LA confirms a funding allocation based on estimated numbers across the year groups that will open in the first year of operation. The DfE allows basic need growth to be funded by the Essex Formula for Funding Schools and the difference between estimated pupils and the October Census is added to the number on roll which will generate additional funding in an academic year to ensure the school has sufficient

resources to provide the required number of classes. At the end of the approved growth period the school will be funded on actual pupil numbers.

6.1.4 £258,000 will be allocated from the Dedicated Schools Grant (DSG) revenue funding for furniture and equipment.

6.1.5 It is not considered that this scheme will increase Home to School transport costs as it fulfils the demand needs in its local area.

6.1.6 There are no staff transfer issues as the academy will be new provision. Staffing for the new school will be decided by the sponsor and will be funded by the academy budget via the Education and Skills Funding Agency. There will be no staffing implications for ECC staff, apart from funding from the Growth Fund, which is part of the DSG, for pre-opening resource costs within the start-up grant.

6.1.7 ECC is required to make provision in its Growth Fund, which is part of DSG, to support increases in pupil numbers relating to basic need.

6.1.8 The inclusion of an early years provision will be funded by section 106 contribution, the building will be leased to the provider and generate an income for Essex County Council.

## **6.2 Legal implications**

6.2.1 ECC has a statutory duty to commission supply of school places. ECC is responsible for funding the 'basic need' provision of additional school places in Essex at all schools, including academies.

6.2.2 The Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A 'the academy or free school presumption' into the Education and Inspections Act 2006. Where a local authority identifies the need for a new school in its area it must invite proposals to establish an academy/free school and to specify a date by which proposals must be submitted to the local authority. In July 2015 this duty was renamed 'the Free School presumption' by the Department for Education, although this makes no difference in practice and the law has not changed.

6.2.3 ECC will evaluate the responses received and send all bids and the Council's comments to the Secretary of State. The Secretary of State will enter into a funding agreement with the approved academy proprietor of his choice, having considered all proposals and the views of the local authority.

6.2.4 ECC will be required to grant a lease/sub-lease of the land to the proprietor of the academy.

6.2.5 The building works will be procured by ECC using an existing framework agreement which will comply with the Public Contracts Regulations 2015. Contractors experienced in working on projects of this type will be used.



6.2.6 The premises to be provided will need to meet the statutory requirements of the Education (School Premises) Regulations 1999 and the feasibility studies and the final programme will ensure that this happens.

## **7 Equality and Diversity Considerations**

7.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

7.3 The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **8 List of Appendices**

8.1 Appendix 1 – Confidential Appendix

8.2 Appendix 2 – Equality Impact Assessment

## **9 List of Background papers**

9.1 Consultation document

9.2 10 Year Plan - Meeting the demand for school places in Essex, 2022-2031

**Forward Plan reference number: FP/347/03/22**

<b>Report title:</b> Establishment of a new 420-place primary school and co-located 56 place Early Years and Childcare provision in the Dry Street housing development, Basildon	
<b>Report to:</b> Cabinet	
<b>Report author:</b> Councillor Tony Ball, Cabinet Member for Education Excellence, Lifelong Learning and Employability	
<b>Date:</b> 24 May 2022	<b>For:</b> Decision
<b>Enquiries to:</b> Rhona Long - School Organisation Officer: <a href="mailto:rhona.long@essex.gov.uk">rhona.long@essex.gov.uk</a>	
<b>County Divisions affected:</b> Basildon Westley Heights	

**Confidential Appendix**

This report has a confidential appendix which is not for publication as it includes exempt information falling within paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

**1. Everyone's Essex**

- 1.1 Establishing a new primary school in this area delivers on all four strategic aims identified in Everyone's Essex – Our plan for levelling up the county: 2021-2025.
- 1.2 This proposal would contribute to the strategic aims of creating a good place for children and families to grow, promoting health and wellbeing for all ages, a high-quality environment and creating a strong, inclusive and sustainable economy.
- 1.3 Delivery of key commitments include delivering infrastructure to support new homes and communities; achieving net-zero, through buildings that will have a net-zero carbon operational design; supporting active travel as part of the built environment of a sustainable, healthy neighbourhood; enabling healthy lifestyles by providing facilities that give focus for the community; supporting high quality education outcomes with facilities that ensure children are able to learn and teachers able to teach in the most conducive environment.
- 1.4 If the recommended option is approved, Essex residents in the Basildon area will benefit from additional, high quality primary provision becoming available in their area from September 2024, increasing their chances of gaining local places for their children in preferred schools.
- 1.5 The proposed new school is to achieve net-zero carbon design and this supports the strategic aim of Everyone's Essex to create a high-quality environment by reducing carbon emissions. It will support the uptake of more sustainable transport methods as the development of local school places within expanding communities would mean fewer journeys will need to be made beyond them, in

order to access education. There is a greater likelihood that journeys to school will be undertaken using more sustainable modes of transportation (like walking, cycling or scooting, rather than making car journeys). This has the potential to promote healthier neighbourhoods for the future, both environmentally and in terms of physical wellbeing through exercise.

- 1.6 Establishment of a new primary school in Basildon represents a capital investment in its local community. It will deliver a modern, high quality learning environment for pupils beginning their formal education, promoting engagement during those vital early years of schooling and thus increasing the likelihood of future prosperity.

## **2 Recommendations**

- 2.1 Agree that a new 420-place primary school and 56 place Early Years and Childcare provision should be established to serve Basildon from September 2024, in order to accommodate population growth at the Dry Street housing development.
- 2.2 Agree that the Director, Education issues an inclusive specification seeking proposals to establish a free school and early years provision in the area.
- 2.3 Agree that the Council publicises the fact that it is seeking proposals by sending them to operators of schools in Essex, and by public notice.
- 2.4 If proposals received are not inclusive of the early years provision, Essex County Council will implement an application process to identify an independent early years provider, to deliver the services detailed in the specification from this site and a further report will be taken to the Cabinet Member on the successful provider and on the terms of the lease.
- 2.5 Approve the capital budget for construction and associated project fees as profiled in the Confidential Appendix.
- 2.6 Agree to the procurement of the associated building works through a two-stage design and build mini competition using the Essex Construction Framework.
- 2.7 Agree to enter into a Pre-Construction Agreement with the successful contractor following completion of the first stage tender process in the Essex Construction Framework Agreement.
- 2.8 Agree that the Head of Infrastructure Delivery is authorised to agree the terms of the Pre-Construction Agreement.
- 2.9 Agree that the Head of Infrastructure Delivery is authorised to award the construction contract to the successful contractor for the School and Early Years and Childcare provision when he is satisfied that:

- a. planning permission has been granted;
- b. the construction costs are within the agreed budget and represent value for money; and
- c. the contract provides for collateral warranties to be provided to any tenant/end user of the building (including any operator of the early years provision).

### 3 Background and Proposal

- 3.1 The demand for school places continues to grow within the administrative area of the Council, and ECC has a duty to ensure that every child wanting one has access to a school place. In executing these responsibilities, ECC also seeks to add value to the educational offer that can be made to parents and carers within a local area, to ensure that learners receive the best possible outcomes from their time in formal education.

Like many places across Essex, Basildon is growing as a result of house building activity underway in the local area. Projected pupil numbers, as set out within Essex County Council's latest school place planning document (10 Year Plan - Meeting the demand for school places in Essex, 2022-2031), show a sharp rise over the next few years and as such, these children should ideally be accommodated within local schools.

- 3.2 Should these places not be provided locally then there is a strong possibility that increased car journeys will need to be made outside the local area, in order for parents to take their child to school or access early years provision. Including provision that sits directly within the area of demand is more sustainable, with children able to walk, cycle or scoot to their local school, reducing congestion and the subsequent impact that that has upon public health.

- 3.3 There is a growing demand for primary school places within Basildon central and west, the relevant planning group. The ongoing deficit of places in the area over the next ten years is illustrated by the following table should no mitigation be forthcoming.

#### 3. Basildon central and west

Current PAN: 1380

Current Capacity: 9685

#### Reception Place Forecast

Year	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
+/-	73	50	42	30	27	17	3	-10	-22	-35
Bardfield Primary, Cherry Tree Primary, Fairhouse Primary, Ghyllgrove Primary, Great Berry Primary, Greensted Infant, Greensted Junior, Janet Duke Primary, Kingswood Primary, Laindon Park Primary, Lee Chapel Primary, Lincewood Primary, Merrylands Primary, Millhouse Primary, Noak Bridge Primary, Phoenix Primary, Ryedene Primary, St Anne Line Catholic Infant, St Anne Line Catholic Junior, St Teresa's Catholic Primary, Vange Primary, Whitmore Primary, Willows Primary										

- 3.4 While this headline forecast indicates a surplus of Reception places remains available from 24/25 to 28/29 there are two important factors to consider, that indicate the new school should be opened for September 2024.

- 3.4.1 Firstly there is a need to plan for a small working surplus of places to ensure that there is reasonable assurance that ECC will be allocate pupils moving into the area a place at a local school. This mitigates the potential need to provide funded home to school transport, reduces the need for additional car journeys, and ensures that healthy active travel remains a realistic option to get to school. Looking at the entire capacity of the schools in the planning group and the number on roll, for the years 24/25 to 28/29 there would be between 0% and 0.8% surplus capacity, which is far lower than the desired level of capacity which is indicated as between 2% and 5%.
- 3.4.2 Secondly, local admissions data and pupil movement patterns show Basildon is an area of significant in-year growth. This can be seen in the need for bulge classes in this planning group, and the fact that allocations to Reception in September 2022 exceed the forecast demand for places, due to inward migration (i.e. general movement into Basildon, not just new pupils in new homes). Recent expansions at schools in the planning group have filled spaces faster than anticipated.
- 3.5 So while forecasts are never 100% accurate, and demand for school places always has the potential to be lower than anticipated, for a number of reasons, in this case indicators are that demand will exceed the forecast and therefore it would be prudent, for reasons set out in 3.4.1 and 3.4.2 to provide additional school places for September 2024.

#### Existing early years provision

Provider Type	Funded ?	Sufficiency Capacity	Sufficiency Places Taken	Sufficiency Availability	% Places Taken Total	Waiting List	% Waiting List
Pre-School	FUNDED	27	27	0	100.0%	9	33.3%
Day Nursery	FUNDED	116	112	4	96.6%	30	26.8%
Childminder	FUNDED	12	12	0	100.0%	0	0.0%

- 3.6 It is proposed to increase the number of primary school places available by establishing a 2 form of entry school will ensure that more local children can access a local school place. It will provide more places to meet the growing demand in the area.
- 3.7 The closest schools within reasonable walking distance of the Dry Street development are Lee Chapel Primary and Kingswood Primary. Expansion at both of these schools was considered but neither school has sufficient site capacity for the additional 2FE needed. Additionally, Lee Chapel Primary is already a 4FE school and ECC would not recommend creating a 6FE primary school. If either of these schools were to expand by 1FE the proposed new school would still be required but as a 1FE school. The Department of Education and ECC do not support the creation of new 1FE schools due to the difficulty in such schools being financially viable both in construction costs and running costs
- 3.8 The Dry Street housing development in Basildon has planning permission for approximately 725 homes. A S106 agreement is in place and provides a site for

a new primary school and a contribution of £3.892m for the construction of the new school.

- 3.9 The potential impact of a new primary school on other local schools has been taken into account. The demand in the area will be closely monitored and ECC will recommend that the new school opens with one form of entry until demand shows the need for two. It is anticipated that the School will grow on a phased basis, as it admits up to 60 pupils into its Reception Year.
- 3.10 Early Years and Childcare providers offer a range of flexible options for parents, with many offering term-time and part-time places which meet the needs of many families, whilst day nurseries offering extended hours (and possibly a wider age range) may also offer a suitable solution for working families. In addition to early years places, facilities may also look to deliver wrap around and/ or holiday club care for older children (dependent on local need). It is not expected that the further EY provision proposed in this report would impact on current providers as due to the level of housing, these places are required in addition to the current Early Years and Childcare places offered within the ward.
- 3.11 A consultation on the proposed new school was conducted by ECC between 31 January 2022 and 13 March 2022, with consultation documents being made available online and sent to interested parties via email. Virtual drop-in sessions were also offered to interested parties. Responses to the consultation could be made through the organised virtual information sessions and/or via the electronic response form, and by letter or email.
- 3.12 A total of 123 responses to the online survey were received during the consultation period with 112 in favour and 11 not supporting the proposal. The concerns raised were related to parking/traffic issues in the area. The response to the concerns is detailed below.
- 3.13 This new primary school is required due to new housing and providing a school on the new development will minimise any increase in motor vehicle movements. The project scope will include the integration with the external walking and cycling network, alternative pedestrian entrances where possible, the provision of distinct cycle and scooter storage facilities, all to further encourage non-car use as modes of transport to getting to school. The Academy sponsor (once selected) and the school staff will be working with ECC on a school travel plan, which can be successful in mitigating any increase in traffic movements. The Academy sponsor will hold its own consultation on the new school once appointed and this will be a further opportunity for interested parties to raise any concerns they may have.
- 3.14 The closest schools within reasonable walking distance of the Dry Street development are Lee Chapel Primary and Kingswood Primary. Expansion at both of these schools was considered but neither school has sufficient site capacity for the additional 2FE needed. Additionally, Lee Chapel Primary is already a 4FE school and ECC would not recommend creating a 6FE primary school. If either of these schools were to expand by 1FE the proposed new school would still be required but as a 1FE school. The Department of Education



and ECC do not support the creation of new 1FE schools due to the difficulty in such schools being financially viable both in construction costs and running costs.

- 3.15 The Essex Construction Framework is a framework agreement set up by ECC with principal contractors appointed to the framework to carry out design and construction related works. The framework uses a two-stage mini-competition process to select the successful contractor. Following completion of the first stage of the tender process, a Pre-Construction Agreement is entered into which requires the successful contractor to develop their design and apply for planning permission. A construction contract is then entered into following completion of the second stage of the tender process which requires the submission of the Final Tender Submission from the Contractor.
- 3.16 Contractors on the Essex Construction Framework have been invited to the first stage of the mini competition. These responses will be evaluated using a 50% cost and 50% quality split. Following evaluation of all of the bids received, a Pre-Construction Agreement will be entered into with the successful contractor to enable them to work up their design and start the planning approval process. Once the design has been finalised and planning permission obtained, the successful contractor will be asked to submit a Final Tender.
- 3.17 The Final Tender submission will be assessed, and a construction contract will be awarded subject to the project being within budget, quality criteria being satisfactorily met, and the contractor having achieved planning approval.

### **Links to our Strategic Ambitions**

- 3.18 This report links to the following aims in the Essex Vision
- Provide an equal foundation for every child
  - Develop our County sustainably
  - Share prosperity with everyone
- 3.19 Approving the recommendations in this report will have the following impact on the Council's ambition to be net carbon neutral by 2030:
- The School will benefit from a building that includes zero carbon enhancements to the specification, which will contribute to ECC's aspiration to reduce its carbon footprint, working towards its net zero targets. Any reductions saved through cost avoidance could be reinvested into resources that improve the delivery of the curriculum, thereby improving education outcomes for young people.
  - The aspiration to achieve zero carbon in the project specification is consistent with ECC's emerging commitment towards commissioning zero carbon buildings as referenced in the climate change commission report presented to ECC. The proposed Net zero enhancements will consist of PV, LED lighting and Air Source Heat Pumps.

- Building to the 2050 weather file helps mitigate the risks of future overheating, and the use of the weather data files enables designers to test their building models against a variety of weather scenarios and predictions for UK summer temperatures. This means buildings can be designed to be more sustainable and resilient to current and future weather conditions.
- Considerations within the modelling process to avoid overheating and also improve energy efficiency, aligned with the Department for Education (DfE) guidance of a fabric first approach, would include, building orientation, building form, thermal mass of the building fabric, high insulation, increased airtightness, optimising solar gain and natural ventilation.

3.20 This report links to the following strategic priorities in 'Everyone's Essex':

- A strong, inclusive and sustainable economy
- A high-quality environment
- Health wellbeing and independence for all ages
- A good place for children and families to grow

## **4 Options**

### **4.1 Option 1 – Agree to approve the proposal to establish a new 420 place primary school and co-located 56 place Early Years and Childcare provision.**

4.1.1 This proposal is part of the overall strategic response to meet the need for additional school places.

4.1.2 ECC's proposal to establish a new primary school is intended to ensure that local children have the opportunity to access a local school and, as the need for these places is driven by local housing within the town, these children will live well within walking distance of the school and a safe walking route will exist for them to get there on foot, bicycle or scooter. In addition, ECC has dedicated officers who assist schools in drawing up travel plans, and this resource will be available to the school should it be needed to mitigate the impact of travelling to the site by car.

4.1.3 The outcome of the strategic analysis indicated that the establishment of a new 420 place primary school with co-located 56 place early years provision, is a viable option that represented good value for money to the Essex taxpayer.

Option 1 is therefore the preferred option.

### **4.2 Option 2 – Expand an existing local school**

4.2.1 The closest schools within reasonable walking distance of the development are Lee Chapel Primary and Kingswood Primary.

4.2.2 Expansion at both of these schools was considered. Lee Chapel Primary is already a 4FE school and ECC would not recommend creating a larger primary school, and there is not sufficient site capacity to expand the school for the additional 2FE needed.

4.2.3 Kingswood Primary does not have sufficient site capacity for the additional 2FE needed.

4.2.4 If either of these schools were to expand by 1FE the proposed new school would still be required but as a 1FE school. The Department of Education and ECC do not support the creation of new 1FE schools, as discussed in this report.

Accordingly, expanding an existing local school is not the recommended option.

### **4.3 Option 3 – Do nothing**

4.3.1 The option to do nothing is not practicable. This report identifies a growing need for primary school places within Basildon, and Essex County Council is under a legal duty to make sure that a school place is available for each child within its administrative area that requires one. This option to do nothing will also have a detrimental impact on the Essex County Council's Statutory duty under the childcare Act 2006 to ensure that there is sufficient and accessible high quality early years and childcare provision to meet local demand.

Accordingly, taking no action is not the recommended option.

## **5 Issues for consideration**

### **5.1 Financial implications**

#### Capital

5.1.1 Please see the confidential financial appendix for capital financial information

#### Revenue

5.1.2 A pre-opening budget of £150,000 will be provided from the Growth Fund (part of the Schools Block within the Dedicated Schools Grant) and there is sufficient funding to pay for costs incurred before the new school becomes a legal entity and has pupils on roll, as set out in the ECC Growth Fund Policy. This is to ensure that the school can undertake all necessary work and appoint staff in preparation for opening.

5.1.3 School revenue budgets are funded from the Dedicated Schools Grant (DSG) and are based on pupil numbers in the October prior to the start of the financial year. For new academies, in the first year of operation the LA confirms a funding allocation based on estimated numbers across the year groups that will open in the first year of operation. The DfE allows basic need growth to be funded by the Essex Formula for Funding Schools and the difference between estimated

pupils and the October Census is added to the number on roll which will generate additional funding in an academic year to ensure the school has sufficient resources to provide the required number of classes. At the end of the approved growth period the school will be funded on actual pupil numbers.

5.1.4 Furniture and equipment will be funded from within the existing furniture and equipment revenue budget funded via the DSG.

5.1.5 It is not considered that this scheme will increase Home to School transport costs as it fulfils the demand needs in its local area.

5.1.6 There are no staff transfer issues as the academy will be new provision. Staffing for the new school will be decided by the sponsor and will be funded by the academy budget via the Education and Skills Funding Agency. There will be no staffing implications for ECC staff, apart from funding from the Growth Fund, which is part of the DSG, for pre-opening resource costs within the start-up grant.

5.1.7 ECC is required to make provision in its Growth Fund, which is part of DSG, to support increases in pupil numbers relating to basic need.

5.1.8 The inclusion of an early years' provision will be funded by section 106 contribution, the building will be leased to the provider and generate an income for Essex County Council.

## **5.2 Legal implications**

5.2.1 ECC has a statutory duty to commission supply of school places. ECC is responsible for funding the 'basic need' provision of additional school places in Essex at all schools, including academies.

5.2.2 The Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A 'the academy or free school presumption' into the Education and Inspections Act 2006. Where a local authority identifies the need for a new school in its area it must invite proposals to establish an academy/free school and specify a date by which proposals must be submitted to the local authority. In July 2015, this duty was renamed 'the Free School presumption' by the Department for Education, although this makes no difference in practice and the law has not changed.

5.2.3 ECC will evaluate the responses received and send all bids and the Council's comments to the Secretary of State. The Secretary of State will enter into a funding agreement with the approved academy proprietor of his choice, having considered all proposals and the views of the local authority.

5.2.4 ECC will be required to grant a lease/sub-lease of the land to the proprietor of the academy.

5.2.5 The building works will be procured by ECC using an existing framework agreement which will comply with the Public Contracts Regulations 2015. Contractors experienced in working on projects of this type will be used.

5.2.6 The premises to be provided will need to meet the statutory requirements of the Education (School Premises) Regulations 1999 and the feasibility studies and the final programme will ensure that this happens.

### **5.3 Equality and Diversity Considerations**

5.3.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

5.3.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

5.3.3 The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **6 List of Appendices**

6.1 Appendix 1 – Confidential Appendix

6.2 Appendix 2 – Equality Impact Assessment

## **7 List of Background papers**

7.1 Consultation document

7.2 Consultation letter to parents

7.3 Ten Year Plan - Meeting the demand for school places in Essex, 2022-2031

<b>Report title:</b> Decisions taken by or in consultation with Cabinet Members	
<b>Report author:</b> Secretary to the Cabinet	
<b>Date:</b> 21 June 2021	<b>For:</b> Information
<b>Enquiries to:</b> Emma Tombs, Democratic Services Manager, 03330 322709	
<b>County Divisions affected:</b> All Essex	

The following decisions have been taken by or in consultation with Cabinet Members since the last meeting of the Cabinet:

### **Leader of the Council**

**FP/433/06/22** Recommendation for Supplier Financial Support relating to fuel price increases

### **Deputy Leader & Cabinet Member for Community, Equality, Partnerships and Performance**

**FP/432/05/22** Approval of Community Challenge Fund (CCF) Applications

**\*FP/271/01/22** Essex ActivAte Holiday Activity and Food Programme

### **Cabinet Member for Children's Services and Early Years**

**\*FP/294/02/22** Early Years and Childcare Funding Panel Recommendations to award a lease at Friars Grove Nursery, Colchester, CO4 0PZ

**\*FP/293/02/22** Early Years and Childcare Funding Panel Recommendations to award a lease at St Luke's Nursery, Runwell, SS11 7XX

**\*FP/277/01/22** Decision to extend domestic abuse grants

### **Cabinet Member for Devolution, the Arts, Heritage and Culture**

**FP/423/05/22** 2022/23 Proposed Fees and Charges - Essex Record Office



**Cabinet Member for Education Excellence, Life Long Learning and Employability**

<b>FP/422/05/22</b>	Appointment and Re-Appointment of School Governors by Essex LA - Schedule 405
<b>FP/424/05/22</b>	The Colne Community School & College – Update Paper
<b>FP/429/05/22</b>	Appointment and Re-Appointment of School Governors by Essex LA – Schedule 406

**Cabinet Member for Finance, Resources and Corporate Affairs**

<b>FP/411/05/22</b>	Drawdown of COVID Equalisation Reserves for Procurement Resource to support a temporary peak of activity
<b>FP/418/05/22</b>	Migration to Azure Analytics initial funding
<b>FP/426/05/22</b>	Award of new energy supply contracts
<b>FP/428/05/22</b>	Homes for Ukraine – Payments to Ukrainian Guests

**- With the Cabinet Member for Health and Adult Social Care**

<b>FP/419/05/22</b>	ECC Levelling Up funding of Active Essex healthy and active lifestyles projects in Tendring and Basildon
---------------------	--

**- With Cabinet Member for Economic Renewal, Infrastructure and Planning**

<b>FP/420/05/22</b>	Acquisition of town centre site in Clacton
<b>FP/439/06/22</b>	Award of design and build contract for New Library Building in Shenfield and Associated Development

**Cabinet Member for Health and Adult Social Care**

<b>*FP/353/03/22</b>	Adult Social Care Transport Arrangements for 2022 to 2024
<b>*FP/388/04/22</b>	Provider of Last Resort Service 2022 – 2023

### **Cabinet Member for Highways Maintenance and Sustainable Transport**

**\*FP/376/04/22**      Active Travel Fund 2 – Springfield Allied Estate, Chelmsford: To extend the existing 20mph Limit

### **Cabinet Member for Waste Reduction and Recycling**

**FP/427/05/22**      Procurement of bio-waste treatment, transfer and transport services – amendment of guaranteed minimum tonnage proposals

### **\* Key Decisions 7**

**Exempt from 28-day period and call in:**

**Exempt from call in: 1**