

Key Decision Required:	Yes	In the Forward Plan:	Yes
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CABINET

14 DECEMBER 2018

REPORT OF THE LEADER OF THE COUNCIL

A.3 North Essex Garden Communities Ltd - Shareholder Update and Approvals (Report prepared by Lisa Hastings, Richard Barrett and Ewan Green)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report provides an update on progress to date and the current position regarding the North Essex Garden Communities Project and seeks the approval of key documents which are necessary to enable North Essex Garden Communities Limited (NEGC Ltd) to operate more effectively.

It should be noted that this report does not, other than for information, address any Local Plan issues. Decisions relating to the Local Plan and any wider planning functions are dealt with separately. Any decisions made in relation to, or by, NEGC Ltd cannot predetermine or prejudge the outcome of the proper Local Plan process.

EXECUTIVE SUMMARY

North Essex Garden Communities Ltd (NEGC Ltd) was established in January 2017 by Braintree, Colchester, Tendring and Essex County Councils (the company shareholders) and is the strategic delivery vehicle for the North Essex Garden Communities project. The basis for this is the Councils shared ambition to promote, plan and deliver sustainable strategic growth at scale and over the long-term; providing the housing, employment and necessary supporting infrastructure required to ensure the best outcomes for current and future communities of North Essex.

In the period to date NEGC Ltd has developed its strategic rationale and operational capacity with the support of both its' shareholder Councils, the Ministry of Housing, Communities & Local Government (MHCLG) and key national agencies such as Homes England. The North Essex Garden Communities project is part of the national Garden Towns Villages & Cities programme run by MHCLG which provides direct access to other Garden Towns with associated learning and knowledge/information sharing opportunities, and resources. NEGC Ltd is the largest and most ambitious project in the programme.

The role of NEGC Ltd has been successfully developed to the point where it is a fully operational company recognised by the by the public, private sectors, and local communities, as the focal point for the North Essex Garden Communities project. This includes developing a strategic proposition for the North Essex Garden Communities which has gained significant traction with key government departments and the development industry. This report provides an update on overall progress to date and seeks approval of key documents and resources which are required to ensure the effective operation of the company moving forward.

This report overall seeks the Council, as one of the 4 shareholders, to continue to support North Essex Garden Communities Ltd as the strategic delivery vehicle for the North Essex Garden Communities projects through approval of both an Interim Business Plan, Budget and Financial Procedures.

The Board of NEGC Ltd as agreed an Interim Business Plan for 2018-19 for approval by its shareholders setting out the vision, objectives, workstreams and funding requirements for the company in order to continue to support delivery of North Essex Garden Communities. Key tasks during the year are to evolve the approach to master-planning, innovation, economic development, programme funding, governance and delivery including consideration of transition towards a locally led development corporation style of approach to delivery of the NEGC project. The potential for the establishment of a Development Corporation will form part of an options appraisal of a range of options for future delivery of the NEGC programme.

The Interim Business Plan is a precursor to the future preparation of a 5 year Business Plan which will be progressed when further progress is made with the Local Plan. This is considered to be the best, and most prudent, approach to ensuring that NEGC Ltd continues to deliver positive outcomes on behalf of shareholders and grant funders as the overall North Essex Garden Communities project progresses.

The Interim Business Plan includes a draft budget for 2018/19 which requires agreement of shareholders (as part of agreeing the Interim Business Plan). The budget is based on an expenditure of £2.967m against an income of £3.216m. The assumed income includes an additional £100k contribution from shareholder Councils within 2018/19.

The budget currently assumes an additional £1m from Government in 2018/19. A final determination is still awaited on the exact amount of Government support; however, in the event that this support is less than is assumed, NEGC Ltd will scale back and/ or cease certain activities contained within the interim business plan, commencing from the beginning of January 2019, so as to mitigate the budget shortfall. In these circumstances Councils will also be provided with a further update.

The forecast end of year balance is £249k which is assumed will be carried forward to future years. This report therefore seeks agreement to commit £100k from the Council subject to a formal request from NEGC Ltd.

To date the funding and spending for NEGC Ltd has mostly taken place through Colchester Borough Council's accounts. The Interim Business Plan assumes that in future is that a significant part of the 2018/19 budget will pass to NEGC Ltd, although with some project costs being retained within the Council's account. The allocation of costs will be based on assumptions of which costs should be appropriately met by NEGC Ltd. It is proposed that the allocation between the authority accounts and NEGC Ltd will be determined by the shareholder council's Section 151 officers.

Alongside the Interim Business Plan NEGC Ltd is required to conduct its business efficiently and to ensure that it has sound financial management policies in place, which are strictly adhered to. Part of this process is the establishment of Financial Regulations, which set out the framework which NEGC Ltd will use to manage its financial affairs, and this requires the approval of shareholders.

RECOMMENDATION(S)

It is recommended that Cabinet agrees:

- a) to approve the implementation of an Interim Business Plan (subject to confirmation of government funding) for NEGC Ltd for 2018/19 including the associated Budget as set out in Appendix A;**
- b) to approve the Financial Procedure Rules for NEGC Ltd as set out in Appendix B;**
- c) to authorise the Section 151 Officer to agree any allocation of the project funds held by Colchester Borough Council between NEGC and the North Essex Authorities;**
- d) to approve committing £100k from the Garden Communities Budget in 2018/19 upon a formal request by way of a NEGC Board resolution;**
- e) to note that a report will be considered at a future Cabinet meeting in respect of funding assumptions for 2019/20; and**
- f) to agree the preparation of a full options appraisal of the Garden Communities delivery options to enable members to take future decisions on potential Development Corporation proposals, with linked oversight arrangements between the North Essex Authorities.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The development of North Essex Garden Communities will deliver Community Leadership in a multitude of ways. It will deliver against all of the key elements of the Corporate Plan in significant ways over a sustained period of time:

The vision set out in the Corporate Plan is “To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others”.

In particular the proposals will deliver the following specific elements in the Plan at significant scale:

- Health and Housing
- A quality living environment
- Local Regeneration
- Improved Community Health
- The opportunity for Council House building
- Healthier lifestyles and wellbeing
- Employment and Enjoyment
- Support business growth
- Enable better job prospects
- Facilitate improved qualification and skills
- First rate Leisure facilities

FINANCE, OTHER RESOURCES AND RISK

FINANCE

This report set out the proposed budget for NEGC Ltd for 2018/19 and associated funding.

The proposals include the allocation of £100,000 in 2018/19 which can be funded from the money already set aside to support this project. There is currently £1.750m available within the set aside amount which would leave £1.650m still available if this additional £0.100m funding is agreed.

It is worth highlighting that it is possible (subject to future option appraisals) that there could be an ongoing commitment by the North Essex Authorities to fund the Oversight Authority arrangements required for a Development Corporation model. This will also be in addition to funding required to develop the project in the medium term before potential alternative private sector funding becomes available. Therefore, the £100,000 should not be viewed in isolation as it is likely that the North Essex Authorities will be required to consider further financial support of the project until such time as a more clear investment opportunity is presented where long term returns are anticipated.

Consideration of this further funding will be made when the NEGC Ltd business plan for 2019/20 is presented to NEAs and will be considered as part of the Council's 2019/20 budget proposals.

RISK

Local Plan - Section 1

Section 1 was the subject of an Examination in Public for two weeks during January and a further session was heard on 9th May 2018, the Inspector issued a Post-Hearing letter on 8th June 2018 providing advice on the further steps considered necessary in order for the Section 1 Plan to be made sound and legally-compliant.

The Inspector also set out his views on the three main options available to the North Essex Authorities on how to proceed, acknowledging the local planning authorities will evidently need to take into account of the views, expressed within the letter, on the scope of the main modifications and further work that is needed.

The North Essex Authorities have decided to undertake further work to address the Inspector's questions about Garden Communities and complete the examination of Section 1 before proceeding to Section 2. This work follows Full Council's agreed policy for long term housing growth.

This approach relies on satisfying the Inspector that:

- (i) The timetable for the additional evidence base and Sustainability Appraisal work is considered realistic. Failure to do so risks a delay in the examination process.
- (ii) The Sustainability Appraisal adequately addresses the Inspector's questions including obtaining initial agreement from the Inspector that the methodology is robust. Failure to do so risks the plan being found not legally compliant; failure to obtain initial agreement on the methodology risks delay in the examination process. There is also a risk that the North Essex Authorities, as planning authorities, decide, in light of the additional Sustainability

Appraisal work, to pursue an alternative spatial strategy for large-scale growth.

- (iii) The North Essex Authorities carry out the required work on the evidence base to address the Inspector's questions including adequately addressing any subsequent questions raised through consultation and at further hearing sessions. Failure to do so risks the plan being found unsound.

The above risks to the Local Plan process are being mitigated by the following respective measures:

- (i) The North Essex Authorities have carefully considered the scope of work required to address the Inspector's questions. This has included working closely with relevant statutory bodies and consultants to devise a work programme which allows sufficient time to secure further commitments from infrastructure providers and the carrying out of further evidence base work (and Sustainability Appraisal work).
- (ii) The North Essex Authorities have been working closely with new Sustainability Appraisal consultants to ensure the Inspector's questions are adequately addressed and a revised methodology properly takes account of alternative sites and alternative spatial strategies.
- (iii) As above, the North Essex Authorities have carefully considered the Inspector's questions and have subsequently either commissioned new studies or are amending existing studies to ensure the Local Plan is sound. This mitigation includes working with the relevant statutory bodies and consultants to ensure the North Essex Authorities are suitably represented at further hearing sessions.

The North Essex Authorities wrote to the Inspector on 22nd October 2018 to advise him that the Councils remained committed to using Garden Communities principles to secure future housing requirements in the North Essex Authorities areas and will provide further evidence requested by the Inspector. A response from the Inspector is awaited/received to the North Essex Authorities letter but work has already commenced on the various pieces of evidence required, including the Sustainability Appraisal.

LEGAL

The General Power of Competence ("the Power") provided for by the Localism Act 2011 was relied upon as the authority for the District/Borough/County Council to establish and subscribe to North Essex Garden Communities Limited. Consequently, a Shareholders Agreement was entered into and the relevant provisions and requirements of the agreement are referred to within the context of this report.

In exercising the General Power of Competence Local Authorities must do so in a way which does not contravene any pre-existing statutory limitations. The actions identified in this report do not contravene any such restrictions.

The New Towns Act 1981 (Local Authority Oversight) Regulations 2018 came into force earlier this year, making provision for the local oversight of new town development corporations. Guidance has been issued that outlines the way in which Locally Led New Towns Development Corporations (LLNTDCs) will work.

The 2018 Regulations apply where the Secretary of State, pursuant to section 1A(2) of the New Towns Act 1981 (“the Act”), makes an order under section 1 of the Act appointing one or more local authorities to oversee (“an oversight authority”) the development of the area as a new town (“locally-led new town”).

Further decisions will be required from both Cabinet and Council following consideration of an options appraisal before any request can be made to the Secretary of State for the North Essex Authorities to be appointed as oversight authorities and for LLNTDCs to be designated.

No further options are being presented within the context of this report, as the alternative decision would be not to approve the Interim Business Plan, Budget and Financial Procedure Rules.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed recommendations in respect of: Crime and Disorder; Equality and Diversity; Health Inequalities; Area or Ward Affected; Consultation and Public Engagement; and any significant issues are set out below:

The proposals are for the approval of a range of key documents which will enable NEGC Ltd and its Shareholders to create an inclusive community which meets the needs of all residents regardless of whether or not they have a protected characteristic. The differing needs of people, including those with different protected characteristics, will need to be considered during the design and planning stage of the development and kept under review as the project progresses.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Colchester Borough Council, Braintree District Council, Tendring District Council and Essex County Council (the North Essex Authorities) as Shareholders for NEGC Ltd have been working on an agreed strategic approach to the allocation and distribution of large scale, mixed use development, including employment opportunities and infrastructure provision, in the form of Garden Communities.

As part of this agreed approach, Cabinet of each of the Authorities agreed in December 2016 to establish a dedicated delivery structure and special purpose vehicle for the Garden Communities. This included:

- The setting up of NEGC Ltd, being a corporate entity wholly owned by all the four Authorities; and
- to approve the NEGC Limited Shareholder Agreement, with each Authority holding an equal shareholding.

Since this approval, NEGC Ltd has been formally established with Directors being appointed by each of the North Essex Authorities. The Board of NEGC Ltd is currently chaired by Essex County Councillor, John Spence and since January 2017 has been meeting regularly.

In September 2017, Cabinet of each Authority supported the approach of NEGC Ltd and its Directors to actively engage with Government to promote the positioning of the NEGC Ltd as a “Responsible Body” for the establishment of a single new locally controlled Development Corporation across all three of the proposed North Essex Garden Communities – subject to the consideration of this approach by Members after the publication of the Regulations.

In order to enable NEGC Ltd to move forward it is required to adopt a number of key documents, procedure rules and approve its budget for the 2018/19 financial year. Under the terms of the Shareholders Agreement, the Shareholders prior written consent is required for a number of reserved matters. This includes the adoption of the Interim Business Plan, Budget and Financial Procedure Rules.

INTERIM BUSINESS PLAN

NEGC Ltd is required to have in place a Long-term Business Plan, which is defined within the Shareholder Agreement as including a high level 5 year business plan in relation to NEGC Ltd and that such business plan shall cover, infrastructure requirements, finance, planning and such other matters as NEGC Ltd determines, and take into account the aims and requirements of the Master Plan.

The Shareholder Agreement requires the Long Term Business Plan to be submitted to the Shareholders within three months of the full board being appointed NEGC Ltd. The full Board was established in January 2017. The production of the Long Term Business Plan has not been possible to date, due to ongoing discussions around the future delivery model.

However, the Board are able, in accordance with the Shareholder Agreement, to operate under an Interim Business Plan until such time as a Long-term Business Plan is developed. Accordingly the NEGC Ltd Board determined at its meeting on the 29th March 2018 that the Company may operate under an Interim Business Plan for 2018/2019. The Board approved a revised Interim Business Plan on 16 July 2018.

The Shareholder Agreement does not require the Authorities to provide approval of the Interim Business Plan prior to its adoption by the Board. The proposed Interim Business Plan (Appendix A) for NEGC Ltd has been produced for the 2018/19 financial year largely to enable NEGC Ltd to provide support to the Local Planning authorities in progressing Section 1 of their Local Plans and to develop proposals for a locally led development corporation.

The Interim Business Plan provides an overview of the vision, objectives, necessary workstreams, governance, funding and actions required to deliver NEGC Ltd scope of work and bringing forward a number of priorities during 2018/19 to move the Garden Communities towards the delivery phase. The key operational priorities include:

- Continuing to advocate and work with Government for the establishment of a locally led Development Corporation in North Essex including the preparation of a Development Corporation operating structure and funding requirements for testing with Government;
- Undertaking initial work with the Councils to prepare a mandate in support of a designation for a locally led Development Corporation that is financed and

supported by all NEGC directors and shareholders;

- Stepping up engagement with the existing and proposed new communities to give them a strong sense of ownership of the emerging new Garden Communities;
- Assisting the Councils as planning authorities by carrying out further work in relation to the Local Plan evidence base including: additional infrastructure, delivery and phasing work; demonstrating the viability of the Garden Communities; and input into the Rapid Transit System work;
- Assisting in the creation of a North Essex Economic Strategy, and ensuring that it maximises the benefits to Garden Communities;
- Preparing a costed Business Plan for approval by the Board by January 2019;
- Exploring the approach to secure an interest in land either via negotiation or compulsory purchase;
- Evolving the optimum approach to delivery including the corporate delivery and financing structure, exploring finance agreements with potential external funding and delivery partners; and
- Engaging with Infrastructure and Utility providers to confirm anticipated infrastructure demand and how it may be provided (considering the benefit of public/private ownership options), over the proposed NEGC development period.

Key tasks during the year are to evolve the approach to master-planning, innovation, economic development, programme funding, governance and delivery including consideration of transition towards a locally led development corporation style of approach.

NEGC Ltd will present options to the North Essex Authorities in 2019 to consider and decide upon the future operating model(s) for the delivery of the garden communities.

The Interim Business Plan will act as a precursor to the preparation of a 'Long-term Business Plan', which NEGC Ltd will be in a position to begin preparing once further progress has been made with the Local Plan.

Key activities for each of the work streams and activities that will be undertaken by NEGC Ltd during 2018/19 are included within the document, together with details of its Programme Management. In common with all business plans this document will be kept under review.

Budget 201/19

In March 2018 NEGC Ltd altered its financial year to enable it to end on 31st March in each year, rather than 31st August. This allows for NEGC Ltd accounting period to follow that of the North Essex Authorities and will make it easier to administer in the long term. Accordingly, the 2018/19 NEGC Ltd Budget has been produced by NEGC Ltd and is included within the Interim Business Plan.

The Shareholder Agreement provides that the draft Budget must be approved by the Authorities prior to its adoption by NEGC Ltd. It further provides that the Board shall submit

any draft Budget to the Authorities no later than two months before the start of each financial period of NEGC Ltd. However, the change to the accounting period occurred immediately prior to the new accounting period commencing and therefore it was not possible for the two months- notice to be provided on this occasion.

The following table sets out a summary of the budget for 2018/19 by work stream, including key sources of funding. The budget includes provision for the additional work required to progress the locally led development corporation proposition in conjunction with Government.

	2018/19
	£'000
Workstreams:-	
Project Resource / Delivery Team	689
Legal Support	330
Delivery Support	1,437
Planning	190
Community & Communications	130
Contingency	191
Total expenditure	2,967
Funded by:-	
Assumed balance of funding b/f April 2018	1,526
Local Authority contributions	500
Government Funding	1,190
Total Funding	3,216
End of Year balance (c/f)	249

There are a number of key assumptions to note in the budget forecast:-

Expenditure

- The project resource and delivery team includes the managing director of NEGC Ltd and staff resources seconded to the project. This budget also includes an allowance for support services provided to NEGC Ltd such as HR, finance, ICT and accommodation.
- Provision for specialist advice and support across legal, finance and land and property matters is included.

Income

The Government Grant funding includes two amounts:-

- £190k - additional funding received from Government earlier in the 2018/19 financial year.
- The budget currently assumes an additional £1m from Government in 2018/19. A

final determination is still awaited on the exact amount of Government support; however, in the event that this support is less than is assumed, NEGC Ltd will scale back and/ or cease certain activities contained within the interim business plan, commencing from the beginning of January 2019, so as to mitigate the budget shortfall. In these circumstances Councils will also be provided with a further update.

Local Authority Contributions

The Interim Business Plan and associated budget includes the assumption that the North Essex Authorities will commit additional funding of £100,000 each in 2018/19. The request from NEGC Ltd is that this funding is set aside by each authority for future drawdown from NEGC Ltd should it be required. In addition, NEGC Ltd is seeking a further £40k from third parties including Uttlesford District Council.

It should be noted that in total there is a forecast budgeted surplus for 2018/19 and it is currently assumed that this will be carried forward into 2019/20.

Transfer of the Project Budget

In February 2016 the North Essex Authorities agreed to commit £250,000 to support the joint work on the garden community project. An additional £250,000 from each North Essex Authority was approved in September 2017 to fund further work undertaken by NEGC Ltd in the development of the project. In addition to the contributions from the North Essex Authorities grants from the Government of just over £2m have been received to support the project.

To date the funding and spending has mostly taken place through Colchester Borough Council's accounts. At the end of 31 March 2018 the balance held was c£1.526m.

The Interim Business Plan assumes that in future part of the 2018/19 budget will pass to NEGC Ltd, with some costs retained in the Council's accounts. The allocation of costs will be based on assumptions of which costs should be appropriately met by NEGC Ltd. It is proposed that the allocation between the authority accounts and NEGC Ltd will be determined by the NEA Section 151 officers.

FINANCIAL PROCEDURE RULES

The Shareholder Agreement identifies the approval of NEGC Ltd.'s Financial Procedure Rules as a reserved matter, and therefore they must be approved by the Shareholder prior to implementation by NEGC Ltd.

NEGC Ltd is required to conduct its business efficiently and to ensure that it has sound financial management policies in place, which are strictly adhered to. Part of this process is the establishment of Financial Regulations, which set out the framework which NEGC Ltd will use to manage its financial affairs. They set out levels of responsibility and gives clearly identified financial authority to the Board, Group Managing Director and Responsible Finance Officer and are intended to promote good practice in the use of public funds.

The proposed Financial Procedure Rules have been prepared in consultation with the s.151 and Monitoring Officers of each of the North Essex Authorities.

Rule 3.3 of NEGC's Financial Procedure Rules requires the Board to consider and approve its annual budget no later than two months before the start of the financial year. To facilitate the Councils supporting NEGC Ltd, a high level budget will be tabled in October each year which will allow any financial requirements (of the Councils) to be incorporated into the timing of the LA partners budget setting process.

LOCALLY LED NEW TOWNS (DEVELOPMENT CORPORATION)

Each of the North Essex Authorities submitted a response to the Governments consultation on the New Town Act 1981 (Local Authority Oversight) Regulations 2018 in December 2017. The new Regulations came into force earlier this year and Guidance has been issued that outlines the way in which LLNTDCs will work.

The 1981 New Towns Act allows the Secretary of State to designate a new town and to incorporate a New Town Development Corporation. Normally the Secretary of State then takes responsibility for all oversight of the Development Corporation. Further detail on the LLNTDCs are included within Appendix C.

FUTURE DECISIONS AND WORK PROGRAMME

The North Essex Authorities remain committed to using Garden Community principles to secure the future housing requirements in the North Essex Authorities area. In light of the Inspector's initial comments following the examination in public, the local planning authorities are carrying out further work to ensure that the Local Plan is sound.

One of the issues that the Inspector will be considering will be the deliverability of the proposed garden communities. One of the options for delivery is a Locally Led New Town Development Corporation (LLNTDC) (see **Appendix C**).

No decision has been made about the use of an LLNTDC to deliver garden communities for North Essex. It is recognised that a substantial amount of work is required to review potential options for the Councils to consider proposals at a later date and, if agreed, for a submission to be made to the Secretary of State. One of the substantive tasks for NEGC Ltd is therefore to prepare a full options analysis that can then be considered by the North Essex Authorities.

Throughout the Interim Business Plan reference is made to NEGC working in conjunction with the Councils in a number of areas, this highlights the internal resource requirements over the same period, sharing resources with NEGC where it is reasonable and efficient to do so.

In parallel, but separate to the work required to respond to the outcome of Section 1 of the Local Plan, the Councils will need to consider the form of Oversight Authority arrangements which could be put in place.

The North Essex Authorities will need an agreement in place to regulate their collective operation as an Oversight Authority. The contract will need to be in place ahead of any submission to the Secretary of State to designate the three locations as locally led new towns and to incorporate a development corporation. Consequently, in addition to the work as set out in NEGC Ltd Interim Business Plan, over the forthcoming months, the Councils will have to commence discussions on the potential oversight body

arrangements, in readiness for any Development Corporation submission, should the Councils decide to do so.

The following issues will need to be addressed in any agreement between the authorities:

- Agreement of controls on Development Corporation
- Changes to Development Corporation
- Delegation of responsibility
- Local Authority support for Development Corporation
- Process for terminating Development Corporation
- Dispute resolution
- Miscellaneous issues

On the current NEGC Ltd programme timetable the North Essex Authorities will be asked to approve the draft mandate for a Development Corporation following the Board's recommendation in September 2019. Subject to their approval, the Councils will submit the request for the appointment of the Oversight Authority and designation of Development Corporation in December 2019.

Schedule of milestone – key decisions

SUBJECT	DECISION BODY	TIMESCALE
<p>Local Plan (for information):</p> <ul style="list-style-type: none"> • <i>Review of additional evidence base and Sustainability Appraisal work</i> • <i>Major modifications requiring approval and consultation</i> • <i>Consultation feedback to the Inspector to make final decision following re-examination</i> • <i>Section 1 Adoption in 2019</i> 	<p><i>LOCAL PLAN COMMITTEE & COUNCIL</i></p>	<p><i>FEBRUARY 2019</i></p> <p><i>Section 1 modifications process completed by Summer 2019 after consultation and further examination</i></p>
<p>NEGC longer term Business Plan</p>	<p><i>CABINET</i></p>	<p><i>JANUARY 2019</i></p>
<p>Development Corporation</p> <ul style="list-style-type: none"> • <i>Approval of an agreement between the Councils to work collectively as Oversight Authority</i> • <i>Consideration of preferred structure for the future delivery of Garden Communities</i> - <i>including NEGC recommended option;</i> - <i>Consideration of alternative options, risks and liabilities</i> - <i>Funding decisions</i> 	<p><i>CABINET & COUNCIL</i></p>	<p><i>SEPTEMBER to DECEMBER 2019</i></p>

BACKGROUND PAPERS FOR THE DECISION

Cabinet Report - The Establishment of North Essex Garden Communities Local Delivery Vehicles and Funding Requirements (25 November 2016)

Cabinet Report - North Essex Garden Communities Progress to Date Key Developments (5 September 2017)

Board papers insofar as published – See North Essex Garden Communities
<http://www.ne-gc.co.uk/Board Minutes>

APPENDICES

Appendix A NEGC Ltd Interim Business Plan 201/19

Appendix B NEGC Ltd Financial Procedure Rules

Appendix C Locally Led New Towns (Development Corporation)