

Cabinet



The Cabinet will meet at Council Chamber, Causeway House, Bocking End, Braintree, Essex, CM7 9HB on Monday 3rd FEBRUARY 2014 at 7:15pm

Membership

Portfolio	
Leader of the Council	Councillor G Butland (Chairman)
People and Participation	Councillor Mrs J Beavis
	Councillor P Tattersley
Performance and Efficiency	Councillor D L Bebb
	Councillor J T McKee
Place	Councillor Mrs W Schmitt
	Councillor R G S Mitchell
Planning and Property	Councillor Lady Newton
	Councillor J O'Reilly-Cicconi
Prosperity and Growth	Councillor C Siddall (Deputy Leader of the Council)

Invitees

Other invitees:- Group Leaders and the Chairman of the Overview and Scrutiny Committee.

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This agenda is available on

www.braintree.gov.uk/Braintree/councildemocracy

Nicola Beach
Chief Executive

PUBLIC INFORMATION

Question Time

Immediately after Declarations of Interests, there will be a period of up to 30 minutes when members of the public can speak about Council business or other matters of local concern. Whilst members of the public can remain to observe the whole of the public part of the meeting, Councillors with a Disclosable Pecuniary Interest or other Pecuniary Interest must withdraw whilst the item of business in question is being considered.

Members of the public wishing to speak should contact the Member Services Officer on 01376 552525 or email chloe.glock@braintree.gov.uk at least 2 working days prior to the meeting.

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INFORMATION FOR MEMBERS

Declarations of Disclosable Pecuniary Interest, Other Pecuniary Interest or Non-Pecuniary Interest:-

- To declare the existence and nature of any Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest relating to items on the agenda having regard to paragraphs 6 to 10 [inclusive] of the Code of Conduct for Members and having taken appropriate advice where necessary before the meeting.
- Any member with a Disclosable Pecuniary Interest or other Pecuniary Interest to indicate in accordance with paragraphs 10.1(a)(i)&(ii) and 10.2(a)&(b) of the Code of Conduct. Such Member must not participate in any discussion of the matter in which they have declared a Disclosable Pecuniary Interest or other Pecuniary Interest or participate in any vote, or further vote, taken on the matter at the meeting. In addition, the Member must withdraw from the chamber where the meeting considering the business is being held unless the Member has received a dispensation from the Monitoring Officer.

AGENDA

1 Apologies for Absence.

2 Declarations of Interest

3 Public Question Time

4 Minutes of Last Meeting

No	Title and Purpose of Report	Pages
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5 OVERALL CORPORATE STRATEGY AND DIRECTION

5a Leader's Update

The Leader of the Council to provide a brief update on key issues and activities.

6 PLACE

6a	Integrated Commercial and Domestic Refuse and Recycling Collections	5 - 12
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6b	Review of Off-Street Car Parking	13 - 34
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7 PERFORMANCE AND EFFICIENCY

7a Council Budget and Council Tax 2014/15 and Medium-Term Financial Strategy 2014/15 to 2017/18 Update

Members are requested to bring with them to the meeting their Budget Report which has been published separately.

7b	Strategic Risk Management	35 - 50
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8 CABINET MEMBERS' UPDATES

To receive Cabinet Members' verbal reports on key issues within their portfolio.

9 REFERENCES FROM COUNCIL/COMMITTEES/GROUPS

9a Recommendations from Governance Committee - 15 January 2014 51 - 52

10 REPORTS/ DELEGATED DECISIONS/MINUTES TO BE NOTED

10a Cabinet Member Decisions made under Delegated Powers 53 - 54

11 URGENT BUSINESS AUTHORISED BY THE CHAIRMAN

12 EXCLUSION OF THE PUBLIC AND PRESS

Exclusion of the Public and Press to consider reports in Private Session for the reasons set out in Paragraph 3 of Part 1 of Schedule 12(A) of the Local Government Act 1972.

AGENDA – PRIVATE SESSION

No	Title and Purpose of Report	Pages
	<i>At the time of publication there are no items for Private Session.</i>	

Integrated Commercial and Domestic Refuse and Recycling Collections		Agenda No: 6a
<p>Corporate Priority: Providing value for money; Delivering excellent customer service; Keeping our District clean and tidy.</p> <p>Portfolio Areas: Place & Performance</p> <p>Report presented by: Cllr. Wendy Schmitt</p> <p>Report prepared by: Paul Partridge, Head of Operations</p>		
<p>Background Papers:</p> <p>Cabinet Report and Minutes – 1st February 2012</p>		Public Report
<p>Options:</p> <p>Approve or not approve the proposals</p>		Key Decision: No
<p>Report Summary</p> <p>This report outlines proposed changes to the Council's Waste Collection Service with the aim of delivering service improvements, increasing customer satisfaction, supporting businesses (particularly those in rural areas) and achieving further operational efficiencies. It also outlines proposals for a new combined vehicle and plant workshop on land owned by the Council at Unit 9, Lakes Industrial Park, Braintree.</p> <p>The service changes have been prompted primarily by the development by Essex County Council (ECC) of a Waste Transfer Station at Cordons Farm, Long Green Road, Cressing, which should come on stream late Autumn 2014. The central location of this facility will mean that fewer collection vehicles will be needed and they will be able to tip more frequently, which will create additional collection capacity. This, in turn, will facilitate the expansion of our trade waste recycling service into the rural areas of the District (by utilising spare capacity) and, by combining trade and domestic waste collections, operational efficiencies can be achieved. In terms of combining collections, there are no plans to install chips in bins or on-board weighing, as we have already agreed with Essex County Council a formula for calculating the volume of trade waste collected.</p> <p>In recent months, we have piloted recycling of trade waste in the 3 towns. The Council is keen to support local businesses and this service will not only offer increased choice, but also enable them to achieve their environmental objectives. It is therefore proposed that the service be rolled out to the rural areas as part of the planned re-routing.</p> <p>Alongside the service changes, it is proposed to install in-cab technology which will</p>		

enhance customer service by providing real-time information based on crew reports and eliminate duplication, streamline back-office procedures and free up resources to focus on other areas of work. A capital bid for funding this enhancement is included in the 2014/15 budget report.

It is proposed that the changes will come into force in February 2015.

A Communication Plan will be produced to ensure full community engagement on the proposed changes. The outline proposals have been discussed and agreed in principle with the GMB Trade Union. Staff and trade union representation is included in the Project Working Group and they will be fully engaged in the re-routing exercise.

The proposals require a capital investment of £690k and will achieve reduced operating costs of £400k p.a. from 1 April 2016. However, the savings would not be possible without the significant investment made by ECC (at Cordons Farm) and, on that basis, ECC is proposing to reduce their annual income contribution to BDC (under the IAA) over the next three years. By 1 April 2016 the income budget will have reduced by £200k per annum, giving a net annual saving to BDC of £200k.

In January 2014, the Department for Communities and Local Government published Guidance on Weekly Rubbish Collections. Many of the examples of best practice cited within the Guide are already reflected in the service being provided by the Council. The proposed service changes also mirror examples of best practice within the Guide and will ensure that high levels of performance and customer satisfaction are maintained. This is reflected in the results of a customer survey carried out in 2013 which showed overall satisfaction at 94.8%.

The Vehicle Procurement and Maintenance Contract let by the Council on 1 February 2012 included a requirement for the Contractor to provide a vehicle workshop. The Council took a decision in 2012 that it would be in its best interests to acquire the freehold of land adjoining the depot at Lakes Industrial Park, Braintree, for this purpose.

The Council has subsequently agreed with the Contractor that the facility will incorporate a plant workshop, which will enable it to relinquish the lease on its current workshop. As the Council already owns the land, it is proposed that it funds the build of this new facility to maintain control, flexibility and service continuity in the event of a new contractor being appointed. A capital bid for £450k for funding this is in the 2014/15 budget report.

The proposals outlined in this report will transform the Council's waste collection service and offer greater value for money to all taxpayers by reducing operating costs, increasing income and enhancing service standards.

Decisions Required:

- 1) To approve the service changes outlined within the report;
- 2) To approve a share of the savings requested by ECC; and
- 3) To endorse the proposal for the Council to build a combined vehicle and plant workshop at Unit 9 Lakes Industrial Park, Braintree.

<p>Purpose of Decision:</p> <p>To increase customer satisfaction and maximise financial and operational efficiency of the waste collection service.</p>
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Corporate implications	
<p>Financial (Period 2014/15 to 2016/17)</p>	<p>The proposals require one-off capital expenditure in 2014/15 of £240k to install in-cab technology and a further £450k for the combined vehicle and plant workshop (the latter to be treated as internal borrowing repayable over 20 yrs). In addition, there will be ongoing revenue costs of £34k p.a. (from year 2) to support the in-cab technology. This funding has been included in the 2014/15 budget report to Cabinet.</p> <p>Reduction in annual operating costs over a 3 year period is £457k, however, taking into account the capital repayment and IT support costs, this reduces the annual saving to £400k by 1 April 2016. With the annual income reduction from ECC of £200k, this delivers net savings to BDC of £200k by 1 April 2016.</p> <p>In the event that the new Waste Transfer Station (WTS) is not operational by February 2015 the cost of additional resources required to complete new routes is circa £12k per month, which will dictate when the above savings can be achieved, depending on how long the WTS is unavailable.</p>
<p>Legal:</p>	<p>Compliant with current legislation.</p> <p>Combining the trade and domestic waste collections required approval from ECC under the Terms of the Waste Inter-Authority Agreement which has been granted and our Waste Service Delivery Plan (linked to the IAA) 2013 to 2018 has been updated accordingly.</p>
<p>Equalities/Diversity</p>	<p>Trade Waste Recycling Service will be offered to all businesses throughout the District.</p> <p>Assisted Collections offered where genuinely required.</p>
<p>Customer Impact:</p>	<p>Majority of customers will see a change to their collection day and some a change to their collection week as a result of the re-routing.</p> <p>Greater choice for trade waste customers to recycle their waste. Support for local businesses, particularly those in rural areas.</p> <p>Improved accuracy of information to customers arising from in-cab technology which enables crews to report issues in real time (as they occur).</p>

Environment and Climate Change:	If the proposals are approved, trade waste recycling will be extended into rural areas reducing waste to landfill. Re-routing will reduce fuel consumption and CO ₂ emissions.
Consultation/Community Engagement:	Consultation with Essex County Council on proposal to integrate trade and domestic collection routes (for which approval has been given). A Communication Plan will be produced to ensure full community engagement before the new system goes live.
Risks:	<p>Waste Transfer Station: The full savings identified in this report are dependent on the new Waste Transfer Station being operational by February 2015. (ECC has confirmed that the site is due to open by December 2014.) With the new routes not scheduled to start until February 2015 this provides an 8 week 'buffer' period.</p> <p>In the event that the WTS is not operational by the start of the new routes, it will be necessary to deploy extra resources to maintain service delivery, as waste will need to be delivered to external disposal points outside of the District and we will already have reduced vehicles/staff in accordance with the re-routing exercise.</p> <p>Combined Workshop: The capital cost for the workshop is an estimate and may come in higher than anticipated.</p> <p>Recycling Income: Mixed dry recyclates generate £50 per tonne through our contract with Viridor. The contract expires in March 2017 and there is no guarantee that the Council will continue to receive the same level of income after this date – either through a contract extension or via a new contract with another processor.</p> <p>Customer Service: It is anticipated that there will be an increased number of missed collections during the transitional period. However, experience shows that this will settle down quite quickly and should not impact on overall customer satisfaction. Problems should be mitigated by the new in-cab technology which will help in terms of property locations.</p>
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1. PURPOSE OF REPORT

This reports sets out proposals to integrate commercial and domestic refuse and recycling collections and install in-cab technology, in order to maximise financial and operational efficiency of the waste collection service and improve customer service delivery.

2. BACKGROUND

- 2.1 On 1 November 2013, Essex County Council (ECC) commenced a new Integrated Waste Contract with Veolia E S (UK) Ltd. This includes provision of 5 new waste transfer stations (WTS) in Essex, one of which will be at Cordons Farm, Cressing.

This site is due to become operational from 1 December 2014 and will result in a significant reduction in downtime for our vehicles, as they will be able to tip locally rather travelling outside of the District as they do now. It will also enable them to tip more frequently which will create additional collection capacity.

- 2.2 In light of these developments, Operations carried out a further review of the service in 2013 that identified options for increasing recycling, reducing costs of waste to landfill and improving operational efficiencies. One of the outcomes of the review was that we should replicate the domestic waste collection service for its trade waste customers and fully integrate the two services to maximise operational efficiency.

In addition, in-cab technology (GIS satellite navigation) is integral to the efficiency and reliability of the operation and it is proposed that this be introduced as part of the wider proposals outlined at (3) below.

- 2.3 The Council is keen to help businesses achieve their environmental objectives and, in June 2013, we piloted a new trade waste recycling service in Braintree which is currently being extended to Witham and Halstead. This has demonstrated a clear demand for the service, which will not only generate additional income to the Council, but will also reduce the cost of waste disposal. However, it will not be possible to expand and develop further without full integration and re-routing taking place.
- 2.4 The Vehicle Procurement and Maintenance Contract let by the Council on 1 February 2012 included a requirement for the Contractor to provide a vehicle workshop. The Council took a decision in 2012 that it would be in its best interests to acquire the freehold of land adjoining the depot at Lakes Industrial Park, Braintree, for this purpose. This will provide a convenient site for this facility and also a new plant workshop, enabling us to vacate the existing workshop.
- 2.5 The service changes and having the workshops, offices/depot and Waste Transfer Station in such close proximity, will bring about distinct operational advantages in terms of optimising resources (vehicle and staffing), increasing income, reducing operating costs and maximising operational efficiency.

3. PROPOSALS

- 3.1 Fully integrate domestic and trade waste collections across the District with new routes commencing February 2015. This timescale will allow for extensive route

modelling work to be undertaken at least 12 months in advance of any changes being implemented.

- 3.2 Extend the trade waste dry recycling service, particularly to businesses in rural areas where the private sector don't tend to offer a trade waste collection service.
- 3.3 Engage with Parish/Town Councils in re-routing the whole service to optimise the number of vehicles and staff required and to reduce our dependency on the use of agency staff by re-deploying some of our existing staff to create a bigger spare pool to cover for holidays and other absences.
- 3.4 Install in-cab technology within the collection vehicles to improve communication between the crews, Customer Services Centre and back office team in real time. This will include provision of hand-held devices such as Personal Digital Assistants (PDAs) for the crews with linkages to GPS (Global Positioning System) receivers.
- 3.5 Carry out comprehensive communications with all customers to inform them of the proposed changes 6 months in advance of the new service commencing.
- 3.6 Contract Riverside Truck Rental Ltd. to build a combined vehicle and plant workshop at Unit 9 Lakes Industrial Park, Braintree, funded by Braintree District Council and owned by the Council as an asset.

4. KEY BENEFITS

The proposals will bring a wide range of customer service and operational benefits including:-

- Improved performance and customer satisfaction.
- Fewer missed bins and other service problems.
- A more responsive service to all customers (in terms of rectifying missed bins, investigating complaints, eliminating duplication etc.).
- Support for local businesses, particularly in rural areas, to meet their environmental objectives by offering greater choice and flexibility in how they dispose of their waste.
- Increased productivity as a result of reduced travelling time to/from disposal points.
- Better utilisation of vehicle capacity and more efficient collection routes.
- Reduced trade waste disposal costs and increased income from the sale of trade waste recycling.
- Reduction in fuel consumption and CO₂ emissions (less travelling).
- Streamlining of back office processes and reduced paperwork and stationery costs.
- Better service resilience from having the workshop in close proximity to the depot and from having a centrally located Waste Transfer Station (can still tip in bad weather).
- Lower vehicle and plant operating costs.
- Better control and marketability of a key asset which gives us more flexibility to adapt to future changes.

In summary, customer service would be improved, service delivery would be more efficient, the overall cost of the service would reduce and income would increase.

5. CUSTOMER IMPACT

All households and existing business customers are likely to be affected by the re-routing, as collection days in most cases will change and, in some instances, collection weeks will also change. However, this will be mitigated by a pro-active and robust Communication Plan and engagement referred to at 3.5 above.

6. FINANCIAL IMPLICATIONS

The capital investment required to deliver the service improvements and operational efficiencies is £240k for in-cab technology and £450k for the new vehicle and plant workshop (the latter to be funded through internal borrowing, repayable over a 20 year period). This funding has been included in the 2014/15 budget report.

Reduction in annual operating costs over a 3 year period is £457k, however, with the capital repayment and IT support costs, this reduces the annual saving to £400k by 1 April 2016.

The Council recognises that this saving would not be possible without the significant investment made by ECC (at Cordons Farm) and, on that basis, ECC is requesting a share of the savings in the form of reducing their annual income contribution to BDC (under the IAA) over the next three years. By 1 April 2016 the income budget will have reduced by £200k per annum.

The net impact on the base budget by 2016/17 is therefore an annual saving of £200k which has been reflected in the Council's Medium Term Financial Strategy.

Review of Off-Street Car Parking		Agenda No: 6b
<p>Corporate Priority: Promoting and improving our town centres; Providing value for money; Protecting our environment.</p> <p>Portfolio Areas: Prosperity, Performance and Place</p> <p>Report presented by: Cllr Wendy Schmitt</p> <p>Report prepared by: Paul Partridge, Head of Operations</p>		
<p>Background Papers:</p> <p>Off-Street Car Parking Review Project Initiation Document 4 March 2013</p>		Public Report
<p>Options:</p> <p>To approve or not approve the proposed car park tariff, Implementation Plan and Action Plan.</p>		Key Decision: Yes
<p>1. Background</p> <p>1.1 In April 2013, the Council commissioned the North Essex Parking Partnership (NEPP) to undertake a review of off-street car parking within the Braintree District. The aim of the review was to inform the development of a three-year plan for the future management and operation of the Council's car parks.</p> <p>1.2 In carrying out the review, reference was made to regional best practice, government guidance and latest policy directives and reports (e.g. Association of Town Centre Management and British Parking Association). The timeliness of this report coincides with the Government's consultation on local authority parking and many of the principles outlined in the consultation document (including supporting communities, businesses and road users in a fair and proportionate way) are reflected in the Council's existing operation and will continue.</p> <p>1.3 Benchmarking was undertaken with the East Anglian Parking Forum and directly with other local authorities.</p> <p>1.4 The review included consultation with key stakeholders in the form of face-to-face surveys, an on-line survey and two workshops attended by the business community, local ward Members and representatives of Witham Town Council.</p> <p>2. Outcome of Review</p> <p>2.1 The findings of the review are set out in the report attached at Appendix A, but the</p>		

key findings are as follows:-

- Both Witham and Braintree have adequate short-stay parking provision to meet demand over the next 3 years, but there is a need to increase the long-stay parking provision in Witham.
- There is a lack of strategic signage to the car parks in both Braintree and Witham, as well as a lack of local directional signage.
- The current short-stay tariff structure is fit for purpose.
- 88% of customers consider the car parks offer good value for money.
- Benchmarking showed that our prices were competitive with neighbouring Districts and Boroughs.
- 75% of all income is derived from 2 car parks – George Yard MSCP, Braintree and Newlands Drive, Witham – and 50% of this is generated before 11a.m.
- The infrastructure of the car parks is maintained to a good standard.
- The current system of Pay and Display is widely accepted and is the most cost-effective option for the Council's car parks.
- Cashless parking is now mainstream and there is an expectation from customers that this will be made available.
- The **10p after 3pm** offer has been widely used and 50% of those surveyed had used the offer (1 in 4 use it regularly).

3. Operational Plan 2014/17

- 3.1 The Operational Plan (Appendix B of the report) encompasses a number of measures designed to address the key issues from the review and will ensure that the Council's car parks are fit for purpose, meet the needs of customers over the next three years and generate a fair return for Council Tax payers. Provision for capital funding of £250k has been incorporated in the Council's Capital Programme over the 3-year period as part of the 2014/15 budget report. . This will fund a range of improvements to the car parks infrastructure. A more detailed Action Plan is attached at Appendix C.
- 3.2 The Head of Operations, in conjunction with the NEPP, will lead on implementing the Action Plan and progress will be reported through the quarterly performance reports to Cabinet.

4. Considerations

- 4.1 **Charging Regime:** The charging regime traditionally draws a balance between providing affordable parking to customers, supporting the economic vitality of our town centres (whilst recognising their economic strength) and generating income to maintain the infrastructure. The tariff was last increased in April 2010 and a modest increase to the first two tariff bands w.e.f. 1 July 2014 is deemed prudent to ensure that the District's parking regime remains competitive, whilst continuing to offer value for money. The other existing tariff bands remain unchanged.
- 4.2 **Reduced Tariff:** The changes to the tariff include proposals to reduce the Saturday day rate for parking at our two commuter car parks (White Horse Lane, Witham and Station Approach, Braintree) to £2.00 to make parking more affordable to those who wish to make day-trips. In addition, the weekly day-rate for Braintree is to be reduced to £3.00 to make it more attractive to customers.

4.3 Public and Bank Holidays: The existing tariff applies throughout the year, irrespective of any public or bank holidays. It is proposed to amend the Off Street Parking Places Order to provide free parking on these days. This will bring benefits to members of the public, as well as continuing to support local businesses, many of whom remain open on these days.

4.4 Night-time economy: The review highlighted a demand for evening and overnight parking, both to serve the night-time economy and to provide residents with safe and secure off-street parking. Traditionally, the Council has not charged for parking after 6pm (except at George Yard MSCP which closes at 7.30pm), but it seems only reasonable to expect all users to pay for parking, irrespective of what time they use the car parks. The proposed tariff therefore includes a new overnight tariff valid from 7pm until 6.59am the next day, 7 days a week (excluding public and bank holidays).

4.5 Blue Badge Holders: The Council has a responsibility to all taxpayers to make best use of its assets and this includes generating income to help fund operating and maintenance costs. In considering this issue, it seems only right that all car park users – including blue badge holders – should pay for parking to ensure that our charging structure is applied in a fair and consistent way. The main consideration is not one of affordability, but of how we ensure that our car parks meet the needs of this group of users in terms of easy access to local shops/amenities. Blue badge holders will be required to pay for parking with effect from 1 October 2014.

An initial meeting has already taken place with the Access Group during which the introduction of charges was discussed. At the time of writing this report we are still waiting for their formal response. Over the next few weeks, we will be involving the group in identifying the physical changes required to the infrastructure of the car parks. This will ensure the facilities meet their requirements including the number and location of bays with improved access etc.

4.6 Concessions: The current **10p after 3** concession has proved successful in terms of increasing footfall in our town centres, with ticket sales representing 26% of all vends in the past year. It is therefore proposed that the concession be extended for a further 12 month period to 31 March 2015, but that it ends at 6.59pm daily to facilitate a new evening tariff (see above). The concession will exclude White Horse Lane car park, Witham, and Station Approach, Braintree.

The car park at Station Approach competes with other car park providers. In an effort to make this more attractive to users, it is proposed that a new concession be introduced to park in this car park for £3.00 per day Mon-Fri for an initial 6 month period, subject to review.

4.7 Part-time Workers: Currently, there is no provision for part-time or seasonal workers within the tariff structure, although many individuals have one or more part-time jobs and, of course, Christmas/New Year and Easter require seasonal shop workers. The Action Plan includes a proposal to introduce variable season tickets and tariff options e.g. 3-day week, temporary workers, weekends only, etc. within the first year.

5. Proposed Tariff Structure w.e.f. 1 July 2014 (unless otherwise stated within the report)

The existing tariff and proposed new tariff is set out at Appendix D of the report, but the changes are summarised below.

- 5.1 0-1hr tariff band increased to 90p (currently 70p)
1-3 hr tariff band increased to £1.80 (currently £1.50)
(Day-time tariff applies from 7am to 6.59pm in all car parks).
- 5.2 Introduce a short-stay tariff at Station Approach car park, Braintree (0-1hr, 1-3hrs and 3-6hrs) in accordance with prices shown at Appendix D. The long-stay rate remains unchanged.
- 5.3 Blue Badge Holders to pay normal tariffs from 1st October 2014.
- 5.4 Introduce a new 50p overnight tariff to serve the night-time economy and residential parking. The charge will apply daily in all car parks from 7pm to 06.59am next day.
- 5.5 Offer overnight season tickets for residential parking – quarterly (£30), six monthly (£55) & annual (£100).
- 5.6 Amend the Charging Period to cover all hours, all days, excluding Public Holidays and Bank Holidays (currently all days from 7am to 6pm and includes Public/Bank Holidays).
- 5.7 Introduce a Saturday tariff of £2.00 per day at White Horse Lane car park, Witham, and Station Approach, Braintree, to encourage take-up.
- 5.8 Introduce a new concession to park at Station Approach, Braintree, for £3.00 per day Mon-Fri for a six month period.

The Tariffs will be monitored and reviewed annually.

6. Payment Methods

- 6.1 Various payment methods have been explored and it is considered that the most appropriate and cost effective system for our car parks continues to be 'Pay & Display' which is commonly used in small car parks across the country. Pay on Exit is most suited to large car parks that regularly become full, is expensive to install and needs to be staffed in case of any problems.
- 6.2 The use of technology including mobile phones is an integral part of everyday life and there is a growing expectation that cashless parking will be made available. It is therefore proposed to introduce MiPermit alongside Pay & Display to offer customers choice and convenience in how they pay for parking. In line with other electronic payments, a small service charge will apply to each transaction and this will need to be met by the customer, who exercises choice in using this method of payment. (The taxpayer should not be expected to subsidise users of this facility.)

Decisions:	
<p>(a) To approve the Operational Plan and Action Plan for the future management and operation of the Council's car parks over the next 3 years and delegate authority to the Cabinet Member (Place) and Corporate Director to vary the Action Plan as required;</p> <p>(b) To agree the parking tariff and structure as set out in Section 5 and Appendix D to the report;</p> <p>(c) To extend the 10p after 3 concession for a further 12 months (to 31 March 2015) valid from 3pm to 6.59pm; and introduce a new concession to park at Station Approach, Braintree, for £3.00 per day (Mon-Fri) for a six month period; and</p> <p>(e) To delegate to the Cabinet Member (Place) and Corporate Director the power to determine an appropriate parking tariff for the new car park at Eckard House, Witham, once this becomes available.</p>	
Purpose of Decisions:	
<p>To ensure the provision of well-maintained car parking facilities, at reasonable cost to users, that meets the needs of customers over the next three years.</p>	

Any Corporate implications relating to the following should be explained in detail	
Financial:	<p>Capital investment to fund improvements - £250k over 3 yrs. This has been included in the budget paper being considered by Cabinet tonight.</p> <p>Additional income generated from new parking tariff The current income is approximately £670k p.a. It is difficult to predict customer reaction to the new charges, however, based on past experience, we do not anticipate any significant demand reduction and additional income in the region of £80k (including disabled parking charges) is likely to be achieved. Examples of demand reduction are illustrated below.</p> <p>5% demand reduction - £57k 10% demand reduction - £37k</p> <p>Reduced income £3k – bank holidays/public holidays</p>
Legal:	Compliant with legislation.
Equalities/Diversity	<p>An Equalities Impact Assessment has been completed. The Action Plan incorporates measures to enhance access to our car parks by increasing the number of bays for people with disabilities and reviewing their location/accessibility in relation to town centre facilities. Relevant ticket machines will be made DDA compliant.</p> <p>There will be engagement with the Access Group prior to implementation.</p>

Customer Impact:	The proposals will impact upon all users of the Council's car parks as outlined in the main body of the report.
Environment and Climate Change:	The Operational Plan includes actions that accord with the Council's 'green' agenda.
Consultation/Community Engagement:	On-line and face to face consultation with service users. Focus groups held in Braintree and Witham aimed primarily at the business community, but also attended by local ward members and representatives of Witham Town Council. Initial meeting held with Access Group regarding the introduction of charging and seeking their involvement in identifying infrastructure improvements as required. We are awaiting their formal response to the proposals.
Risks:	May be some displacement of blue badge holders to on-street. Customer migration away from the car parks following introduction of new charges, leading to reduced income. Potential anti-social behaviour from use of car parks in evenings, particularly at George Yard MSCP. Reduction in customer satisfaction arising from increased/new parking charges. Capital funding is estimated and the work is subject to tender which may result in an increased cost. This is mitigated by work being phased in over the 3 year period.
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Braintree District Council

Off-Street Parking Review 2013



C O N T E N T S

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1. INTRODUCTION

- 1.1** In April 2013, Braintree District Council commissioned the North Essex Parking Partnership to undertake a review of its off-street parking arrangements, with a view to developing a 3-year plan for the future management and operation of its car parks.
- 1.2** The review included on-site and on-line consultation with car park users, as well as workshops with the business community and local ward members. Benchmarking was also carried out to ensure that the proposed parking tariff shown at Appendix 3 remains competitive and continues to offer customers value for money.
- 1.3** This report outlines the outcome of the review and includes an Operational Plan and an Action Plan designed to ensure that the Council's car parks are fit for purpose, meet the needs of customers over the next 3 years, support the economic vitality of Braintree and Witham Town Centres and generate a fair return for Council Taxpayers.

2. BACKGROUND

- 2.1** The Council operates 15 'Pay & Display' car parks in Braintree and Witham, offering a mix of short and long-stay parking. In addition, Causeway House car park is made available to the public at weekends on a Pay & Display basis. The Council does not operate any car parks in the Halstead area; these are the responsibility of the Town Council.
- 2.2** There are a further 3 rural car parks which are available to users free of charge. Negotiations are taking place with the respective parish councils with a view to their taking on these facilities, but if agreement in principle cannot be reached, Members have previously determined that charges be introduced. It is proposed that they take effect w.e.f. 1 July 2014, subject to the outcome of the statutory consultation process.

3. FINDINGS OF THE REVIEW

3.1 Operational and management arrangements

- The sites are managed by the NEPP and this arrangement works well.
- All car parks have Park Mark Accreditation which demonstrates their quality and the high standard to which they are maintained.
- A more robust monitoring and inspection procedure is required to ensure that any areas requiring attention are dealt with quickly and efficiently.
- There is an issue of water seepage through the top level surface at George Yard which needs to be addressed to avoid ongoing complaints and claims for compensation for damage.
- A review of the frequency of cleaning and maintenance of shrub beds would ensure that their overall quality and appearance is maintained.
- The George Yard car park is not very welcoming or aesthetically pleasing and could be made more attractive by redecorating – in particular, the stairwells.

3.2 Parking tariff

- The current short-stay tariff structure is fit for purpose.
- The breaks between tariffs are adequate for the sort of trips that customers make and do not encourage clock watching.
- 88% of customers consider that the car parks offer good value for money.
- The tariff bands should be retained at 'round' figures.
- Currently the Pay & Display tariff ends at 6pm daily (except for George Yard which is 7.30pm), however, there is a significant night-time economy that could generate more income if the charging period were extended.
- 75% of all parking income is derived from just two car parks – George Yard MSCP, Braintree and Newlands Drive, Witham, and, of this, 50% is generated before 11 am.
- The long-stay tariff including commuter and season tickets requires changing to improve affordability and flexibility and to maximise take-up.
- There is a general move amongst East Anglian local authorities to charge for disabled parking or at least in bays which are not set aside for this purpose. Currently BDC makes no charge.
- Some car park providers offer a short period of free parking (half an hour) to their customers, which is in direct competition with our own car parks.

3.3 Opening/Closing Times

- All of the Council's *surface* car parks are open 24/7. There is no evidence to suggest that this should be changed.
- The George Yard MSCP closes at 19.30 hrs Mon-Sat and at 17.00 hrs on Sundays. If the ground floor of the car park were to remain open 24/7, this could generate additional income for resident parking overnight, as well as from the night time economy. However, this would necessitate installing secure barriers to the upper floors, with the attendant cost implications.

3.4 Utilisation – v – Capacity and number/mix of parking bays

- Both Witham and Braintree have adequate short-stay parking provision to meet demand over the next 3 years.
- The majority of short stay parking is for the 1-3 hour band.
- Braintree has sufficient long-stay parking, but there is a need for increased provision in Witham (*see District Growth & Development*).
- In long-stay car parks, the greatest utilisation occurs in the period up to 10.30am and further space after this time is unlikely to be utilised based on the current tariff structure.
- Station Approach, Braintree, has significant spare capacity and consideration should be given to implementing both short and long-stay parking to encourage take-up. There is also an opportunity to offer residential parking within this car park to maximise use/income.
- Usage could be maximised by offering a greater mix of long and short-stay parking and permits within the Pay & Display car parks.
- Redesigning the lay-out and mix of parking bays could encourage take-up.
- The Lockram Lane site (permit holders only) is situated very close to the town centre and could be converted to a short-stay, high turn-over car park, taking some pressure away from Newlands Drive where a segregated permit area seems under-used. (*Lockram Lane site is used for the market on Saturdays.*)

- The width of bays was an issue raised by those who were surveyed, particularly at George Yard where the pillars deterred some customers from using the lower floors of the car park.
- There is no provision within any of our car parks for Parent & Child bays which are commonly available in other car parks.
- Some car parks have no provision for disabled car parking, whilst others have insufficient dedicated bays. Guidelines for new car parks are that 5% of spaces be given over for wider access requirements. *N.B. Increasing the sizes of the parking bays will restrict the overall number of parking bays available which may cause capacity issues in some car parks.*
- The provision of electric vehicle charging points has been investigated at other locations, but take-up has proved very low. The importance of correct location is paramount.

3.5 District Growth & Development

- There is a need to increase long-stay parking in Witham to cater for local workers and shoppers. This was raised by Witham Town Council, as well as in discussions with the NHS and CoFunds, where long-stay spaces local to their locations are needed.
- Evidence suggests that Bramston Leisure Centre is already being used by some customers as a long-stay car park (free of charge). This is a convenient parking location for the town centre and would be an ideal site for a new car park accommodating 150—200 spaces incorporating a mix of parking.
- At Full Council on 16 December 2013, Members approved a proposal to acquire the Eckard House site at Witham for car parking which will provide 60 parking spaces. This is a prime site for commuter parking given its close proximity to the railway station, however, it will be important to pitch the tariff at least equal to or slightly below that of the privately operated railway car parks to build custom.

3.6 Methods of Payment

- Over 50% of those surveyed accept the current system of Pay and Display.
- Almost a third of respondents would like to see a Pay on Exit system.
- The balance wanted some sort of credit card facility or (card based) mobile phone payment.
- Cashless parking offers greater choice and convenience and there is a growing expectation that it will be made available to customers.
- Introducing cashless parking alongside Pay & Display would offer increased choice and convenience to customers, allowing them to 'top up' parking time if needed. It also allows for more flexible charging regimes and could offer other services such as long-stay/season ticket options and the ability to integrate with traders' offers.

3.7 Concessions and Other Incentives

- The **10p after 3pm** offer is widely used and is well received by customers.
- 50% of those surveyed had used the offer (1 in 4 use it regularly).
- Over 100,000 concessionary tickets were sold in 2012/13.

- Among the business groups, there was a feeling that the successor to the 10p offer should be introduced to attract other types of shopper e.g. earlier off-peak special.
- There is an opportunity to promote schemes in conjunction with retailers (e.g. retailer loyalty discount schemes), but they need to be kept simple.

3.8 Signage and Advertisement of Car Park Provisions

There is a lack of strategic signage (highway signs) to the car parks in both Braintree and Witham. This can lead to loss of income and add to traffic congestion, particularly if drivers don't know the area, and customers may not find the best car park for their needs. In addition, there is a lack of local directional signage in and around the car parks.

4. PARKING TARIFF AND STRUCTURE

- 4.1** The review highlighted the diverse range of customers using the Council's car parks, each with their own separate needs. These ranged from local workers, commuters, shoppers/visitors, residential, disabled and night-time economy.

4.1.1 Shoppers and other short-stay users

The Pay & Display tariff has not changed since 2010, although operating and maintenance costs have increased over this period. A modest increase to the first two tariff bands would not be unreasonable and should not have any long-term adverse impact on shopping habits. The table below shows the current and proposed charges (which compare favourably with neighbouring authorities) and their associated financial impact.

	Up to 1hr	1hr – 3hrs	3hrs - 6hrs	>6hrs
Existing	£0.70	£1.50	£3.00	£5.50
Proposed	£0.90	£1.80	N/A	N/A
Differential	+20p	+30p	N/A	N/A

Additional Income : +£80k (no demand reduction)
+£57k (5% demand reduction)
+£37k (10% demand reduction)

- 4.1.2** The location of the 'Permit-holders only' car park at Lockram Lane, Witham, makes it ideal for short-stay, high turn-over parking. This could be converted to a short-stay car park to ease the pressure on the Newlands Drive car park, Witham, and the permit holders relocated to the segregated permit area at Newlands Drive which is currently under-used.

4.2 Part-time Workers

Currently, there is no provision for part-time or seasonal workers within the tariff structure, although many individuals have one or more part-time jobs and, of course, Christmas/New Year and Easter require seasonal shop workers. The Action Plan includes a proposal to introduce variable season tickets and tariff options e.g. 3-day week, temporary workers, weekends only, etc. within the first year.

4.3 Commuters and other long-stay users

White Horse Lane, Witham, is well-used weekdays and there are no proposals, however, the parking tariff could be amended to encourage take-up at weekends. Station Approach, Braintree, is under-utilised and competes unfavourably with the privately operated car park at the station. Consideration should be given to offering a more competitive tariff at this car park to encourage take-up.

4.4 Residential Overnight Parking & Night Time Economy

The review highlighted the demand for evening and overnight parking, both to serve the night-time economy and to provide residents with safe and secure off-street parking. Traditionally, the Council has not charged for parking after 6pm, but it seems only reasonable to expect all users to pay for parking, irrespective of what time they use the car parks. The proposed tariff therefore includes a new evening/ overnight tariff valid from 7pm until 6.59am the next day. However, there will be a period of 1 hr's grace so that those parking overnight will not incur a Penalty Charge Notice as long as their vehicle is removed by 7.59am the next day (or they buy another ticket). The current 50p tariff for Sunday parking will cease to be valid at 18.59 hrs.

George Yard MSCP is the only car park which closes overnight. It is proposed that the ground floor be kept open in future to facilitate evening/overnight parking for town centre revellers and local residents. Arrangements will be made to secure the upper floors to prevent access.

Additional Income: +£10k (assumes 5% take-up)

4.5 Blue Badge Holders

The Council has a responsibility to all taxpayers to make best use of its assets and this includes generating income to help fund operating and maintenance costs. In considering this issue, it seems only right that all car park users – including blue badge holders – should pay for parking to ensure that our charging structure is applied in a fair and consistent way. The main consideration is not one of affordability, but about how we ensure that our car parks meet the needs of this group of users i.e. easy access to local shops/amenities. However, before any changes are implemented, it is proposed that the Council engages with the Access Group to ensure an adequate and appropriate level of provision for blue badge holders.

Additional Income: +£23k (based on average income per bay achieved from equivalent number of non-disabled parking bays).

4.6 Public/Bank Holidays

The existing tariff applies throughout the year, irrespective of any public or bank holidays. This is out of sync with neighbouring authorities and it is therefore proposed to amend the Off Street Parking Places Order to provide free parking on these days.

Income Reduction: -£3k

5. CONCESSIONS

- 5.1** Offering concessions is traditionally used as a means of generating additional income during off-peak periods. However, in recent years, the Council has introduced the **10p after 3** concession to help stimulate the economy and make parking more affordable during the economic downturn. This has been well received by both service users and the business community and could mitigate public dissatisfaction with the increased charges.

It is therefore proposed that the current **10p after 3** concession be extended for a further 12 month period to 31 March 2015, but that the concession ends at 18.59 hrs to facilitate the new evening tariff which kicks in at 19.00 hrs.

Income Reduction: £40k p.a.

- 5.2** The car park at Station Approach, Braintree, competes with other car park providers. In an effort to make this more attractive to users, it is proposed that a new concession be introduced to park in this car park for £3.00 per day Mon-Fri for an initial 6 month period, subject to review.

Income Reduction: £2,500 but off-set by potential new custom on the basis that the day-rate for commuters will be more competitive.

6. CONCLUSIONS

- 6.1** Car parking provision in Witham and Braintree is generally fit for purpose, but additional long-stay parking is needed in Witham and usage/income could be improved by offering a more flexible range of parking and payment options. A stepped combination of measures brought in over the lifetime of the attached Operational Plan is recommended.
- 6.2** Parking charges have not increased since 2010 and are currently lower than those imposed by neighbouring authorities. A modest increase should be applied now to ensure that prices remain competitive, whilst also maintaining value for money. The proposed tariff is set out at Appendix D.
- 6.3** The initial steps required are to deal with areas such as long stay parking and to look at ways to improve usage and attract new stays.
- 6.4** The Operational Plan at Appendix B lays the foundation for the operational management of the Council's car parks over the next 3 years and the Action Plan at Appendix C sets out how the improvements will be achieved.

OPERATIONAL PLAN FOR OFF-STREET CAR PARKING 2014/17

KEY PRINCIPLES OF THE PLAN

1. Local parking policies and standards should be consistent with regional and national guidance and the County Local Transport Plan (LTP3).
2. Parking should be managed in a way that supports the economic vitality of our town centres.
3. Parking charges should be set at levels to reflect the role and economic strength of our town centres and respond to integrated transport and sustainability objectives.
4. The provision of public parking facilities by the Council should be governed by a clear operational plan that reflects community and service objectives and which includes effective asset management.

AIMS AND OBJECTIVES

1. To make adequate and appropriate provision for all car park users

- Review the mix of parking provision at all car parks to improve access to facilities.
- Look at the viability and justification of permit-only car parks and consider if such sites could be better used for short-stay parking, whilst maintaining permit parking at other sites.
- Address short-fall in provision of long-stay parking at Witham.
- Review the opening hours of George Yard MSCP with a view to providing some overnight parking.
- Create opportunities for off-street residential parking at an affordable price.
- Regularly review parking demand to ensure that we continue to make appropriate parking provision.

2. Support the vitality of our towns and local businesses

- Ensure that any parking concessions offered are attractive to shoppers and visitors to Braintree and Witham.
- Improve signage and information linking car parking to local amenities, facilities and attractions.
- Work in partnership with ward members, town/parish councils and local businesses to deliver parking solutions that support local economic and social vitality.
- Improve the range of parking payment options available to customers.
- Consider advertising opportunities within the car parks.

3. Provide high quality, safe and secure parking facilities

- Improve the public realm aspects of our car parks to make them more welcoming.
- Routinely maintain the infrastructure of our car parks.
- Maintain ParkMark Awards for all Council-owned car parks.
- Improve the range of payment options available to car park users.
- Conduct a cost-benefit analysis of a Pay on Exit system at George Yard MSCP.

4. Set competitive charges

- Set parking tariffs that compare favourably with neighbouring authorities and national trends.
- Review concessionary charges and permits to ensure that they fairly reflect the value they provide compared to the prevailing tariff.
- Review the return on investment of each car park at least once every three years.

5. Influence local transport issues

- Help reduce traffic congestion by making greater provision for off-road parking.
- Consider making provision for motor bikes and bicycles in public car parks or other suitable locations.
- Ensure efficient and effective enforcement of both on and off-street parking in conjunction with the North Essex Parking Partnership.
- Amend the payment structure for commuters to encourage greater use of long-stay car parks.

6. Provide adequate directional signage and advertisement

- Improve directional signage to both short and long-stay car parks in conjunction with the North Essex Parking Partnership.
- Improve sign-posting to and from car parks to town centres, local facilities and amenities.
- Promote car parking provision to tourists, residents and local businesses.
- Improve on-line and other information linking car parking to local amenities, facilities and attractions.

7. Accommodate the parking needs of vulnerable groups

- Ensure adequate provision is made for parking for people with disabilities.
- Consider the introduction of Parent and Child parking spaces in the Pay & Display car parks.

8. Ensure the effective use and management of the Council's car parks.
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- Offer an improved choice of parking solutions and more flexible range of payment options to meet customer demand.
- Set competitive charges that generate a fair return for Council Tax Payers.
- Maximise available parking spaces.
- Maximise income from the assets.

APPENDIX C

ACTION PLAN ARISING FROM REVIEW OF OFF-STREET PARKING IN THE BRAINTREE DISTRICT

OBJECTIVE 1: Make adequate and appropriate provision for car park users		
Ref.	Action	When
1.	Consult with the Access Group regarding adequacy of provision for blue badge holders and install new bays where required and where it is practical to do so (see also ref. 23)	Yr 1
2.	Carry out a feasibility study to look at converting Lockram Lane car park, Witham, to short-stay and relocating permit holders to nearby Newlands Drive car park.	Yr 2
3.	Introduce a short-stay tariff at Station Approach car park, Braintree.	Yr 1
4.	Produce a detailed business case for land at Bramston Sports Centre to provide a new long-stay car park in Witham.	Yr 1
5.	Open the ground floor of George Yard MSCP for evening and overnight parking.	Yr 1
6.	Undertake a bi-ennial review of off street parking.	Yr 3

OBJECTIVE 2: Support the vitality of our towns and local businesses		
Ref.	Action	By When
7.	Extend the <i>10p after 3</i> concession until 31 March 2015 valid until 6.59pm daily.	Yr 1
8.	Introduce cashless parking to run alongside the Pay & Display system.	Yr 1
9.	Introduce a flexible range of season tickets to include seasonal shop workers.	Yr 1
10.	Offer advertising opportunities to local businesses at selected sites.	Yr 2

OBJECTIVE 3: Provide high quality, safe and secure parking facilities		
Ref.	Action	By When
11.	Carry out a regular programme of cleaning of all car parks including signage and removal of litter, weeds and detritus.	Ongoing
12.	Carry out repairs to the leaking roof and redecorate George Yard MSCP.	Yrs 1-2
13.	Undertake resurfacing works, as appropriate, focusing on major works at Maylands Drive, Newlands Drive and (in year 2) Lockram Lane, Witham.	Yrs 1-3
14.	Undertake a programme of inspection and repair at all car parks, to include lighting, signage, bay markings, potholes, etc.	Ongoing

OBJECTIVE 4: Set competitive charges that generate a fair return for Council Tax payers		
Ref.	Action	By When
15.	Benchmark car parking tariffs against neighbouring councils and competitors to ensure competitiveness when reviewing tariffs.	Yr 3
16.	Monitor and review the parking tariff on an annual basis.	Ongoing

OBJECTIVE 5: Influence local transport issues		
Ref.	Action	By When
17.	Offer a wider range of season ticket options to accommodate different patterns of work e.g. full-time, part-time and seasonal workers to encourage greater use of long-stay car parks.	Yr 1
18.	Help reduce traffic congestion by making greater provision for off-road parking in Witham (Eckard House & Bramston Leisure Centre).	Yr 1 & Yr 2
19.	Refer any identified problems in relation to both on and off-street parking to the NEPP for more focused enforcement.	Ongoing

OBJECTIVE 6: Provide adequate directional signage and advertisement of our car parks		
Ref.	Action	By When
20.	Erect additional highway signage, in conjunction with ECC Highways and the NEPP, to ensure that visitors to Witham and Braintree can find appropriate parking facilities to meet their needs.	Yr 2
21.	Erect local directional signage within the town centres to increase awareness of the location of our car parks.	Yr 1
22.	Liaise with Witham Town Council, shopping centre managers in Witham and Braintree, town centre strategy groups and others, to promote the Council's car parks when advertising local events.	Ongoing
23.	Maintain up-to-date information about the Council's car parks in Braintree and Witham on the BDC website and NEPP portal.	Ongoing

OBJECTIVE 7: Accommodate the parking needs of vulnerable groups		
Ref.	Action	By When
24.	Review parking provision for disabled drivers (blue badge holders) in all car parks, in consultation with the Access Group, and ensure that any new bays introduced comply with current guidance (see ref.1).	Yr 1
25.	Consider concessions and maximum permitted stay when reviewing the parking tariff.	Yr 3
26.	Maintain the parking concession for the Tabor Centre buses at Causeway House.	Ongoing
27.	Consult users on the need for Parent & Child parking spaces in larger car parks.	Yr 1

OBJECTIVE 8: Ensure the effective use and management of the Council's car parks		
Ref.	Action	By When
28.	Agree and implement a new parking tariff and structure for Council-owned car parks w.e.f. 1 July 2014 to include a new evening/overnight tariff.	Yr 1
29.	Ensure a good turnover of parking spaces through effective enforcement of the maximum permitted periods of stay and other parking restrictions.	Ongoing
30.	Carry out a feasibility study looking at the installation of solar panels at George Yard MSCP to provide a new revenue stream.	Yr 2
31.	Sell advertising space at selected car parks to local businesses at minimal cost.	Yr 2

32.	Review all Free of Charge permits on an annual basis.	Ongoing
33.	Review concessionary charges annually to ensure that they fairly reflect the value they provide compared to the prevailing tariff and are achieving their intended purpose.	Annual

APPENDIX D

PARKING TARIFF (w.e.f. 1 July 2014)

Short Stay car parks		
Tariff band	Existing	Proposed
0-1 hr	70p	90p
1-3 hrs	£1.50	£1.80
3-6 hrs	£3.00	£3.00
6 hrs+	£5.50	£5.50
Overnight*	N/A	50p
Sundays**	50p	50p **

Open Market Traders Vehicles		Day rate
Braintree	Weds & Sats	£1.50
Witham	Saturdays only	£1.50
No changes proposed		

Long Stay car parks		Existing	Proposed
White Horse Lane, Witham	Mon-Fri	£5.00	£5.00
	Saturday	£5.00	£2.00
	Sunday**	50p	50p
	Overnight*	N/A	50p
Station Approach, Braintree <i>This will be a short-stay car park too.</i>	Mon-Fri	£4.00	£4.00
	Saturday	£4.00	£2.00
	Sunday**	50p	50p
	Overnight*	N/A	50p
Victoria Street, Braintree	Mon-Sat	£4.00	£4.00
	Sunday**	50p	50p
	Overnight*	N/A	50p

* Overnight parking tariff applies from 7pm – 6.59am the next day.

** Sunday tariff applies from 7am to 6.59pm daily; overnight rate applies from 7pm.

NEW

Introduce new short-stay tariff at Station Approach as follows:-

0-1 hr	90p
1-3 hrs	£1.80
3-6 hrs	£2.50

Season Tickets Lockram Lane, Witham Valid Mon-Fri & Sun only	
Monthly	N/A
Quarterly	£110.00
Annual	£430.00
No changes proposed	

Season Tickets All other car parks Valid 7 days per week	
Monthly	N/A
Quarterly	£130.00
Annual	£500.00
No changes proposed	

Overnight Parking Permits (NEW) Valid 7pm – 6.59am next day, 7 days per week	
Quarterly	£ 30.00
Six months	£ 55.00
Annual	£100.00

14

NEW

Tariff applies to all car park users (including Blue Badge Holders from 1 September 2014).

CHARGING PERIOD

Existing	Proposed
Covers all days from 7am to 6pm in all cases (except George Yard MSCP which is 7am to 7.30 pm) including Public Holidays and Bank Holidays.	Covers all hours and all days <u>excluding</u> Public Holidays and Bank Holidays.

Strategic Risk Management		Agenda No: 7b
Corporate Priority: Delivering excellent customer service Portfolio Area: Performance and Efficiency Report presented by: Councillor John McKee Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: Risk Policy, Strategy and Implementation Plan – Council 19 th April 2006. Strategic Risk Management report to Cabinet on 20 th May 2013		Public Report
Options: To agree, add to or amend the strategic risks identified in the report.		Key Decision: No
Executive Summary: The report provides members with an updated Strategic Risk Register for the Council. The register and action plans agreed by Cabinet on 20 th May 2013 were reviewed and an updated draft register produced by Management Board on 3 rd December 2013. The register details the risks which have potential to impact on the delivery of the Corporate Strategy over the medium-term. In addition to undertaking this review of the register the Management Board ensures that the register continues to be current by regularly reviewing and updating the strategic risks. The strategic risk register forms one part of the Council's overall approach to risk management, other facets include: processes for identifying and recording operational risks, risk registers for major projects, business continuity planning and emergency planning. The number of strategic risks identified is eight, a reduction of two from the ten risks identified at the last review conducted in April 2013. The change results from the deletion from the register of two risks: Major Projects (risk number 5): this is now incorporated in operational risks (where appropriate) and Community Engagement (risk number 9): this was originally identified in response to the requirements of the Localism Act however the Council has processes in place and the management of this is now regarded as 'business as usual'. The number of risks above the Risk Tolerance Line (See Appendix A) requiring active management has remained at five. The risk rating for 'Community Resilience'		

(number 4) has, however, been reduced from B2 to C2 because of the progress made with the delivery of the planned actions to help address the risk.

A summary of the changes to the risk ratings made at the reviews are shown in the table below:

Risk Rating	April 2013	December 2013
B2 (<i>High likelihood/ Critical impact</i>)	1	0
C2 (<i>Significant likelihood/ Critical impact</i>)	4	5
D2 (<i>Low likelihood/ Critical impact</i>)	3	2
D3 (<i>Low likelihood/ Marginal impact</i>)	2	1
Total number of risks on Strategic Register	10	8

Management Action Plans for managing each of the five risks above the risk tolerance line are owned and maintained by a Corporate Director. Details of the risks together with the Management Action Plans are provided at Appendix B.

Decision:

Members are asked to agree the draft Strategic Risk Register and the Action Plans for managing the high rated risks, as detailed in Appendix B to the report.

Purpose of Decision:

To demonstrate that the Council regularly identifies the strategic risks, which may affect the achievement of its objectives, and actively manages them, as appropriate.

Any Corporate implications in relation to the following should be explained in detail

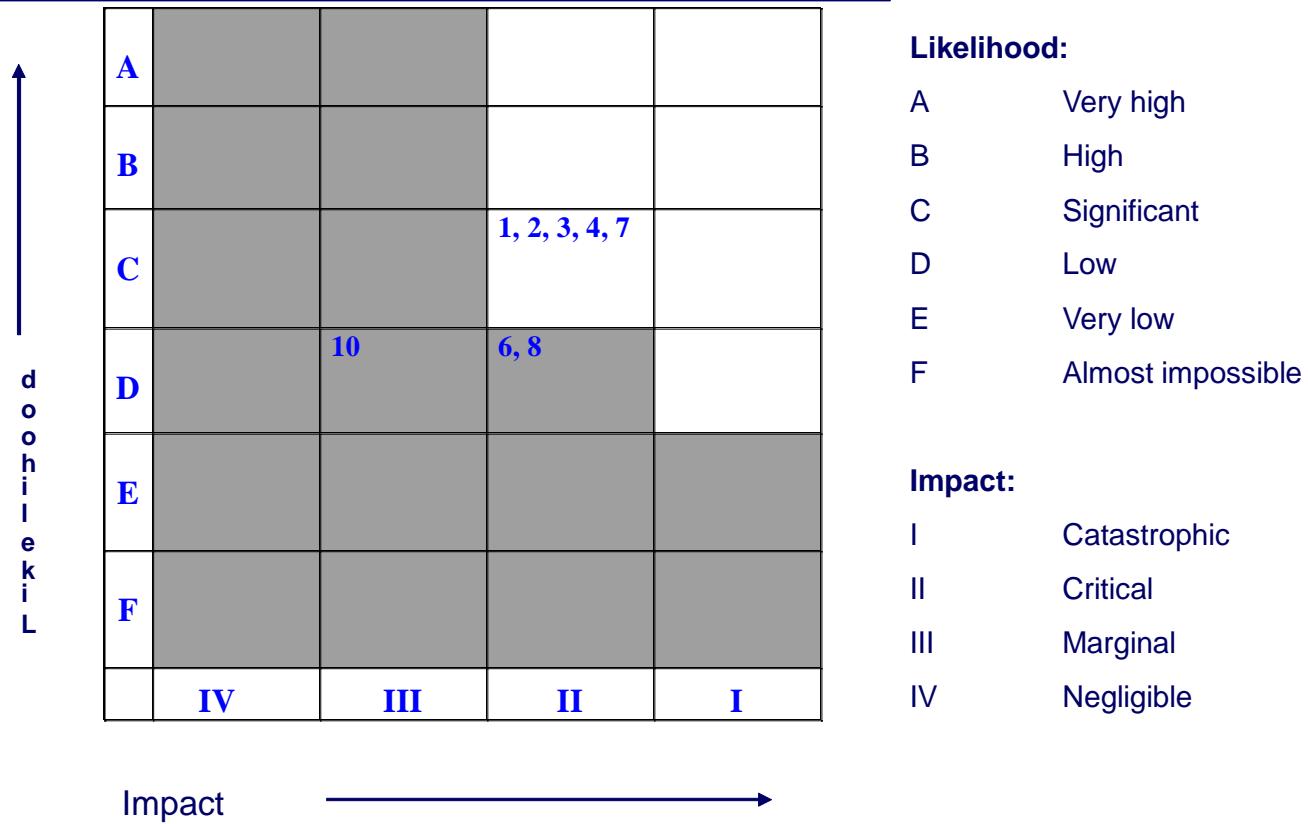
Financial:	Risks and associated management action plans concerning the Council's finances are highlighted in risks numbers 1 and 8.
Legal:	There are no specific risks of a legal nature at this time.
Equalities/Diversity	The Council's processes and approach to equalities and diversity are well developed and are not regarded as a risk.
Customer Impact:	The potential impact of the Government's Welfare Reforms on residents in the district, in particular vulnerable groups, is identified at risk number 4. A management action plan is included detailing the actions to taken and planned to reduce the risk.
Environment and Climate Change:	A risk is identified regarding the Council's approach to climate change (risk number 10). The risk is rated as a low risk as a consequence of the strategy and climate change risk assessment produced.

Consultation/Community Engagement:	Community engagement (risk number 9) is proposed to be deleted from the register as a consequence of the processes the Council has put in place to deal with challenges introduced under the Localism Act.
Risks:	A robust Risk Management process is an important element of the Council's governance arrangements.
Officer Contact:	Trevor Wilson
Designation:	Head of Finance
Ext. No.	2801
E-mail:	Trevor.wilson@braintree.gov.uk

Appendix A

DRAFT STRATEGIC RISK PROFILE

Braintree District Council December 2013



Strategic Risk Register including Management Action Plans (where appropriate)

Medium-Term Financial Strategy – 1

Risk Rating C2 (C2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council sets a Medium-Term Financial Strategy (MTFS), covering a four-year period, which is reviewed and updated annually.</p> <p>Assumptions are made about anticipated changes on the revenue account e.g. government grant levels, income levels, inflation, pay awards, council tax collection rates, etc. together with planned and anticipated efficiency savings, council tax levels and the use of balances.</p> <p>Assumptions are also made regarding capital resources with a capital programme being planned and agreed against these resources.</p> <p>The Government's Spending Review 2013 and Autumn Statement announced in June and December 2013, respectively, confirmed the continued reduction in funding to local government and reinforces the commitment to its deficit reduction plan and to returning the public finances to a sustainable position.</p>	<ul style="list-style-type: none"> • Government funding settlements are reduced by more than anticipated. • Other organisations which provide significant contributions to the Council face their own funding pressures and may require greater reductions than expected. • Circumstances change which render the planned savings unachievable. • Other financial assumptions prove incorrect. Including income budgets not achieved. • Capital receipts are not received as planned. • Capital resources insufficient to finance capital programme. 	<ul style="list-style-type: none"> • Priorities and projects are not delivered. • Cuts necessary to services • Rushed decisions to find other savings • Staff unsettled and de-motivated. • Financial savings are not achieved; balances used more than planned. • Assets not fit for purpose • Satisfaction levels with the Council fall • Cannot implement low council tax strategy

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Robust budget review and setting process involving Management Board and Cabinet members developed over a number of years</p> <p>Unallocated balances significantly exceed minimum level of £1.5million.</p> <p>Regular Budgetary Control and monitoring processes in place.</p> <p>Programme of efficiency reviews and Member Board to monitor progress of reviews.</p>	<p>Update MTFS following receipt of: the notification of final financial settlement figure for 2014/15 and the revised regulations and guidance on the business rates retention scheme.</p> <p>Continue work to improve financial modelling for business rates income and New Homes Bonus grant.</p>	Corporate Director (CF)	<p>Financial savings delivered on time and as budgeted.</p> <p>Setting a balanced base budget for 2014/15 with no increase in council tax and having plans to meet funding shortfalls in subsequent years of MTFS</p> <p>Service and performance levels delivered as planned.</p> <p>Collection rates of council tax and business rates achieve planned levels.</p>	Monthly	Feb 2014	<p>Draft MTFS provides a plan to provide a balanced budget with a reduction of 1% in council tax for 2014/15 and no increase for 2015/16. Shortfalls to be addressed for 2016/17 of £0.7m and 2017/18 of £0.7m.</p> <p>Estimated unallocated balance as at 31st March 2014 is £7.8million.</p> <p>Action plan developed following Peer Challenge, managed by the Local Government Association, in October 2013.</p> <p>Increased monitoring of:</p> <ul style="list-style-type: none"> • Amount of council tax support awarded • awards from the Exceptional Hardship Fund; and • Business rates and council tax collection rates.

Economic Development – 2

Risk rating C2 (C2 April 13)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Development as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The District is looking for inward investment, job creation, business growth and investment in infrastructure. There is also a programme to sustain/growth our town centres.</p>	<p>Lack of investment in economic development and infrastructure prevents business growth and job creation.</p>	<ul style="list-style-type: none">• Reduction in new jobs• Loss of revenue / growth in business rates• Less employment• Lower inward investment• Fewer new businesses being created• Less investment in infrastructure as a result of less development

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Strong working relationship with Essex County Council, Haven Gateway and the South East Local Enterprise Partnership (LEP) on key priorities for economic development. The LEP is moving to a federated model with an Essex sub board offering the opportunity for stronger influence</p> <p>Partnership with Essex County Council, Colchester and Tendring Councils and the Highways Agency on establishing a business case for improvements to the A120.</p> <p>District Economic Development Prospectus agreed, setting clear economic priorities</p> <p>District Investment into capital/revenue projects to create business growth in the District.</p> <p>Working in partnership with Ignite business to provide new business start-ups and to grow businesses.</p> <p>Close engagement with strategic businesses through a District Business Leaders Board</p>	<p>Continuing to develop a strong relationship with strategic businesses and working with them to lobby the South East LEP; Highways Agency; Network rail etc. to invest in the District's economic priorities</p> <p>Developing our inward investment offer through an Investment Prospectus and website</p> <p>Ensuring that we have a realistic delivery plan and maximising the use of available resources to lever investment in delivery, including New Homes Bonus</p> <p>Supporting Town Teams to develop a clear vision and ensuring that they have the capacity to deliver town centre regeneration</p>	Corporate Director (JH)	<p>Creation of new jobs</p> <p>New Business starts</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p>	Quarterly		<p>Capacity of Economic Development Team strengthened to support delivery</p> <p>Business community consulted on District Economic Development Prospectus, which sets clear economic priorities for the period to 2026</p> <p>Work to ensure that key infrastructure projects are included in the Essex and LEP Strategic Plans</p> <p>Business Leaders Board established to strengthen engagement with strategic businesses</p> <p>Springwood Drive Enterprise Units extension approved and ICS/ Growth Area Funding secured</p> <p>Delivery of town centre infrastructure improvement projects underway (South Street, St. Michaels Fountain)</p> <p>Range of Portas Pilot initiatives delivered in three towns Gateway partnership.</p> <p>Allocation of 5 key projects as part of the Integrated County Strategy.</p> <p>Investment in Town Centres and award from Government of Portas Pilot status.</p>

Local Development Framework – 3

Risk Rating C2 (C2 April 13)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>Braintree District Council has an adopted Core Strategy and is in the process of preparing the District's Site Allocation and Development Management Policies. The Local Development Framework plans for housing and commercial growth in the District which will deliver 4,637 new homes and 14,000 new jobs up to 2026.</p> <p>Government policy on housing numbers required to be delivered and background documents which are being produced could show a much higher requirement for housing and Gypsy and Traveller sites within the District then is presently being planned for in the Core Strategy and Site Allocations and Development Management Plan.</p> <p>As a result of national changes, there may be a different approach taken by the Planning Inspectorate on how housing number requirements are assessed, and this could have implications for the current LDF process and future growth levels in the district.</p>	<p>The Economic climate does not improve resulting in lack of housing or employment growth.</p> <p>Under Planning Inspection the current LDF and Site Allocation is found unsound.</p>	<ul style="list-style-type: none">• Lack of new jobs in the District and failure to deliver job target• Reduction in construction of new homes to provide opportunity for residents to get onto the housing ladder or move up it.• Inability to attract inward investment or business growth• Inability to attract skilled workers to the District• Fewer new affordable homes to meet the need in the District• Less investment in infrastructure through Section 106/ future Community infrastructure levy from development• Loss of appeals on planning applications for development on unallocated sites outside of development boundaries• Cost to the Council of preparing a new Local Plan and associated evidence base• Council not able to meet its objectively assessed need for housing

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Consultation – public, town councils, parishes and pressure groups.</p> <p>Engaging at a regional level.</p> <p>Looked at infrastructure implications.</p> <p>Programme of reporting and decision making through Local Development Framework Sub Committee</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Joint working with other Essex authorities.</p>	<p>Work programme keeps to timetable to ensure adoption of site allocations.</p> <p>Working in partnerships – sharing long term aims and potentially sharing risks</p> <p>Encouraging a community view / balancing with District and national interests.</p>	Corporate Director Sustainable Development	Ensuring LDF process is adopted/ approved on target	Quarterly	Spring/ Summer 2014	<p>Adoption of Core Strategy.</p> <p>Adoption of new Statement of Community Involvement</p> <p>Public consultation held on the Site Allocations and Development Management Plan</p> <p>Council agreement of Pre Submission Site Allocations and Development Management Plan</p> <p>Allocation of Growth Area funding, revenue and capital, by LDF Sub Committee.</p>

Community Resilience – 4

Risk Rating C2 (B2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>There is a small proportion of the district's population that is affected by current changes to welfare reforms. However, many of the changes are still working through and the impacts are uncertain.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment.</p> <p>Educational attainment in the district (based on English and Maths GCSE results) is low compared to the rest of the county.</p> <p>There is a growing population of elderly people, within the district and nationally.</p>	<p>Break-down in family and community resilience.</p> <p>Council and other public sector organisations are not able to meet demand for services.</p>	<ul style="list-style-type: none"> Some people do not receive the help they need. Increase in homelessness Increased demands on the Council's Housing and Customer Services Increased health inequalities Increase in number of households in fuel poverty Increase in number of children in poverty Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Officer Welfare Reform group established.</p> <p>Additional staff taken on in Housing, Revenues and Benefits and Customer Services.</p> <p>Increased partnership working with Citizens Advice Bureau, Greenfields CH, Department for Work and Pensions and Fusion to assist those affected by the welfare changes.</p>	<p>Delivery of action plan prepared by Officer Welfare Reform group.</p> <p>Regular reviews of the impact the changes are having on those affected.</p>	Corporate Director	<p>Services able to meet increased demand</p> <p>Funding sufficient to support those residents in extreme financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment</p>	Quarterly		<p>Two-year Service Level Agreement with Citizens Advice Bureau, commenced April 2013, to provide money advice service to residents.</p> <p>Discretionary Housing Payments – allocation of £199,000 for 2013/14. Of which £104,819 has been used by 31st December 2013.</p> <p>Exceptional Hardship Fund of £17,460 for 2013/14. Of which £10,048 has been used by 31st December 2013.</p> <p>Health and Wellbeing Panel for the District established and working with a range of partners.</p>

Service Resilience and Workforce planning – 6

Risk Rating D2 (D2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>Reduced resources impact on the Council's ability to deliver good quality services. Service delivery and resilience requires a well managed and motivated workforce. The Council has recognised the important challenges around workforce planning and talent management for the future.</p>	<p>Some key people leave.</p> <p>The organisation is stretched too far and resulting in service delivery failure</p>	<ul style="list-style-type: none">• Service failure or performance declines• Mistakes made and corners cut• Customer satisfaction falls• Employees are demoralised.• Loss of good people.• Increased key person dependency• Loss of corporate memory• Failure to deliver Council's priorities and Annual Plan• Remaining staff fail to cope• Change programmes difficult to implement

Affordable Housing – 7

Risk rating C2 (C2 April 13)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
The Council has challenging affordable housing needs. There are a declining number of sites for development in the district and the value of housing is intrinsically high. Increasing gap between the availability of affordable housing and those needing them.	Potential number of affordable houses not provided	<ul style="list-style-type: none"> Affordable housing need not met Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice' Cost to the Council of temporary accommodation increases Young people/key workers leave the district

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Affordable Housing Strategy 2009-14 adopted</p> <p>Affordable Housing Strategy Action Plan for 2011/12</p> <p>Reviewed planning policy to ensure opportunities are maximised</p> <p>The Community Housing Investment Partnership (CHIP) fund was established as part of the transfer agreement. Currently £7m of this fund is available to invest into the delivery of further affordable housing.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p>	<p>Housing Research and Development Team continue to look for innovative ways of increasing affordable housing with developers and Registered Social Landlords.</p> <p>Use of Stat Nav toolkit to help identify need across the District.</p> <p>Build working relationships with developers to deliver Affordable housing through S.106 agreements.</p>	Corporate Director (JH)	Local target for an average 100 dwellings per annum	Quarterly		<p>Local Development Framework in progress.</p> <p>Investment of CHIP fund to deliver more than 50 homes in next financial year.</p> <p>StatNav toolkit now up and running on BDC web-site</p> <p>In 2013/14 the affordable housing delivery target of 50 new homes at the end of 2013 this has already been exceeded.</p> <p>Over 200 new affordable homes started on site during 2013/14.</p> <p>Authority delegated to Cabinet Members for Planning and Property and Performance and Efficiency to agree acquisitions and funding commitments within the overall affordable housing budget in order to allow timely decisions to be taken and prevent opportunities being lost.</p>

Investment of Surplus Monies – 8

Risk Rating D2 (D2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Authority invests its surplus monies with financial institutions. The impact of the current economic climate on financial institutions makes the selection of a strong counterparty, with which to invest, crucial.</p> <p>The focus on security of the money invested in a small number of highly rated financial institutions results in receipt of low levels on interest which in the current economic climate means this asset is achieving a negative real rate of return (i.e. after allowing for the rate of inflation). Other investment opportunities are being explored but selection of a strong counterparty with which to invest will be crucial.</p> <p>Regular monitoring of the investment counterparties is essential and this is currently undertaken by Treasury Advisors, Arlingclose.</p>	Failure of a counterparty	<ul style="list-style-type: none">• Loss of the principal sum and / or interest due• Unplanned service cuts and / or use of balances• Decline in Council reputation

Sustainability – 10

Risk Rating D3 (D3 July 12)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>Climate Change The services provided by the Council are reliant on access to all parts of the district by Council operated vehicles and the ability of staff to travel to their place of work.</p> <p>Operations, services and estate plans need to include preparation for extreme weather events associated with the changing climate.</p>	<ul style="list-style-type: none">• Increase in the frequency, severity and duration of extreme weather events i.e. flooding, storms, heatwaves, snow and freezing temperatures	<ul style="list-style-type: none">• Failure to maintain/deliver services due to the impact of extreme climatic conditions• Increased financial costs for Council due to insurance excesses and pressures on service delivery• Decline in Council reputation

Major Projects – 5Risk Rating **DELETE** (D2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
The Council is undertaking and proposing to undertake a number of significant projects, which require effective project management. Successful service delivery is dependent upon effective performance monitoring. Performance and project management must part of the culture of the Council and consistently applied in all areas.	Project delivery and costs are adversely affected due to ineffective project management.	<ul style="list-style-type: none">• Projects not managed to time or budget• Organisation fails to change and benefit from project• Partners are disillusioned• Adverse effect on performance• Adverse publicity• Service quality falls• Censure by audit / inspection

Community Engagement – 9Risk Rating **DELETE** (D3 April 13)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>The introduction of the Localism Act presents the Council with some new challenges with greater scope and opportunities for local people, partners and voluntary sector to involve themselves in the way outcomes are commissioned, services are delivered and how decisions are made.</p> <p>In response, the Council established a Localism Board which has implemented a series of work streams in response to the Localism Act. These are now embedded in the work and performance monitoring of the Council.</p>	Council fails to deliver on the requirements of the Localism Act	<ul style="list-style-type: none">• Dissatisfaction with the council.• Local needs not being met.• Officers spend significant time dealing with FOI enquiries/ managing complaints.• Public discord reflected in local media and online.• Failure to meet legal requirements of Localism Act

Recommendations from Governance Committee, 15 th January 2014		Agenda No: 9a
Portfolio Area:	Performance and Efficiency Councillor Bebb, Cabinet Member, Performance and Efficiency	
Background Papers:		Public Report

Minute Extract:

Extract of Recommendation to Cabinet only.

GOVERNANCE COMMITTEE – 15TH JANUARY 2014

30. TREASURY MANAGEMENT STRATEGY STATEMENT

DECISION:

2. That it be recommended to Cabinet:

That it be recommended to Council that the proposed amendments to the Treasury Management Strategy Statement be approved.

REASON FOR DECISION: To demonstrate appropriate scrutiny of the Council's Treasury Management Strategy Statement prior to approval by Council.

Cabinet Member Decisions made under Delegated Powers	Agenda No: 10a
Portfolio Area: Report presented by: Not applicable – For noting only Report prepared by: Emma Wisbey, Local Governance Manager	
Background Papers: Cabinet Decisions made by individual Cabinet Members under delegated powers.	Public Report
Options: For noting only	Key Decision: No
Executive Summary: All delegated decision taken by individual Cabinet Members are required to be published and listed for information on next Cabinet Agenda following the decision. Since the last Cabinet meeting the following Cabinet Members have taken delegated decisions:- <ul style="list-style-type: none"> • Councillor Lady Newton – Cabinet Member – Planning and Property Decision taken on 13th December 2013 • Councillor Bebb – Cabinet Member – Performance and Efficiency Decision taken on 16th December 2013 respectively. <p>That the land at Oxford Meadow, Sible Hedingham is transferred to Greenfields Community Housing Ltd for provision of a scheme of affordable housing for a purchase price of £1 with the benefit of nomination rights for the Council. The transfer of the open space is considered appropriate in light of the representations.</p> <ul style="list-style-type: none"> • Councillor Lady Newton – Cabinet Member – Planning and Property Decision taken on 20th January 2014 <p>To approval of the Great Maplestead Village Design Statement as a material planning consideration.</p> <p>Cabinet Decisions made by individual Cabinet Members under delegated decisions can be viewed on the Access to Information page on the Council's website. www.braintree.gov.uk </p>	

Decision:	
For Members to note the delegated decisions	
Purpose of Decision:	
The reasons for each decision can be found in the individual Delegated Decisions.	
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