

# Cabinet AGENDA

**Monday, 15th May 2017 at 7:15 PM**

**Council Chamber, Braintree District Council, Causeway House,  
Bocking End, Braintree, CM7 9HB**

**THIS MEETING IS OPEN TO THE PUBLIC**

*(Please note this meeting will be webcast and audio recorded)*

[www.braintree.gov.uk](http://www.braintree.gov.uk)

---

**Members of the Cabinet are requested to attend this meeting to transact the business set out in the Agenda.**

## **Membership:-**

Portfolio

Leader of the Council  
Environment and Place

Planning and Housing

Economic Development

Health and Communities

Finance and Performance  
Corporate Services and  
Asset Management

Councillor G Butland (Chairman)

Councillor Mrs W Schmitt (Deputy Leader of the Council)  
Councillor R Mitchell

Councillor Mrs L Bowers-Flint

Councillor Mrs G Spray

Councillor T Cunningham

Councillor K Bowers

Councillor P Tattersley

Councillor F Ricci

Councillor D Bebb

Councillor J McKee

## **Invitees**

Representatives of the Labour Group, Halstead Residents Association Group and Green Party and Chairman of the Overview and Scrutiny Committee.

Members unable to attend the meeting are requested to forward their apologies for absence to the Governance and Members Team on 01376 552525 or email [governance@braintree.gov.uk](mailto:governance@braintree.gov.uk) by 3pm on the day of the meeting.

N BEACH  
Chief Executive

## **INFORMATION FOR MEMBERS - DECLARATIONS OF INTERESTS**

### **Declarations of Disclosable Pecuniary Interest, Other Pecuniary Interest or Non-Pecuniary Interest**

Any member with a Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest must declare the nature of their interest in accordance with the Code of Conduct. Members 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.

### **Question Time**

The Agenda allows for a period of up to 30 minutes when members of the public can speak. Members of the public wishing to speak are requested to register by contacting the Governance and Members Team on 01376 552525 or email [governance@braintree.gov.uk](mailto:governance@braintree.gov.uk) no later than 2 working days prior to the meeting. The Council reserves the right to decline any requests to register to speak if they are received after this time. Members of the public can remain to observe the public session of the meeting.

Please note that there is public Wi-Fi in the Council Chamber, users are required to register in order to access this. There is limited availability of printed agendas.

### **Health and Safety**

Any persons attending meetings in the Council offices are requested to take a few moments to familiarise themselves with the nearest available fire exit, indicated by the fire evacuation signs. In the event of an alarm you must evacuate the building immediately and follow all instructions provided by officers. You will be assisted to the nearest designated assembly point until it is safe to return to the building.

### **Mobile Phones**

Please ensure that your mobile phone is switched to silent during the meeting in order to prevent disturbances.

### **Webcast and Audio Recording**

Please note that this meeting will be webcast and audio recorded. You can view webcasts for up to 6 months using this link: <http://braintree.public-i.tv/core/portal/home>

### **Documents**

Agendas, reports and minutes for all the Council's public meetings can be accessed via [www.braintree.gov.uk](http://www.braintree.gov.uk)

We welcome comments from members of the public to make our services as efficient and effective as possible. If you have any suggestions regarding the meeting you have attended you can send these via [governance@braintree.gov.uk](mailto:governance@braintree.gov.uk)

# **AGENDA**

<b>No</b>	<b>Title and Purpose of Report</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence</b>	
<b>2</b>	<b>Declarations of Interest</b> 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 the Code of Conduct for Members and having taken appropriate advice where necessary before the meeting.	
<b>3</b>	<b>Minutes of the Previous Meeting</b> To approve as a correct record the minutes of the meeting of Cabinet held on 13th March 2017 (copy previously circulated).	
<b>4</b>	<b>Public Question Time</b> (See paragraph above)	
<b>5</b>	<b>OVERALL CORPORATE STRATEGY AND DIRECTION</b>	
<b>5a</b>	<b>Leader's Update</b> Leader of the Council to give a brief update on key issues and activities.	
<b>5b</b>	<b>Appointments to Outside Bodies</b>	<b>5 - 7</b>
<b>6</b>	<b>CORPORATE SERVICES AND ASSET MANAGEMENT</b>	
<b>6a</b>	<b>Revised Health and Safety Policy</b>	<b>8 - 13</b>
<b>7</b>	<b>ECONOMIC DEVELOPMENT</b>	
<b>7a</b>	<b>Plan for Growth 2017-22</b>	<b>14 - 34</b>

**8 PLANNING AND HOUSING**

- 8a Open Spaces Supplementary Planning Document – Open Spaces Action Plan 35 - 39**

**9 REPORTS/ DELEGATED DECISIONS/MINUTES TO BE NOTED**

- 9a Cabinet Member Decisions made under Delegated Powers 40 - 41**

**10 URGENT BUSINESS AUTHORISED BY THE CHAIRMAN**

**11 EXCLUSION OF PUBLIC AND PRESS TO CONSIDER  
REPORTS IN PRIVATE SESSION**

**for reasons set out in Paragraph 3 of Part 1 of Schedule  
12(A) of the Local Government Act 1972.**

**AGENDA – PRIVATE SESSION**

There is no items for Private Session.

Appointments to Outside Bodies		Agenda No:5b
Portfolio	Overall Corporate Strategy and Direction	
Corporate Outcome:	Delivering better outcomes for residents and businesses and reducing costs to taxpayers	
Report presented by:	Councillor Graham Butland Leader of the Council	
Report prepared by:	Ian Hunt, Head of Governance	
Background Papers:	Public Report	
Report and Minutes of Cabinet 15 <sup>th</sup> June 2015 and 23 <sup>rd</sup> May 2016	Key Decision: No	
Executive Summary:		
At its meeting on 15 <sup>th</sup> June 2015 the Cabinet made appointments to outside bodies for the four year term of the Cabinet.		
This report details a number of amendments/additions which are made for the remainder of the term of Cabinet.		
Recommended Decision:		
That Cabinet endorses the changes to Cabinets Outside Bodies appointments as detailed in the report.		
Purpose of Decision:		
To ensure appropriate representation on Outside Bodies.		

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

<b>Financial:</b>	Members appointed to serve on outside bodies are entitled to claim expenses in accordance with the Member Allowance Scheme in attending meetings of the outside bodies as the Cabinet's representative. This will be met from the existing budget for Member Allowances.
<b>Legal:</b>	None arising out of this report.
<b>Safeguarding:</b>	None arising out of this report.
<b>Equalities/Diversity:</b>	None arising out of this report.
<b>Customer Impact:</b>	None arising out of this report.
<b>Environment and Climate Change:</b>	None arising out of this report.
<b>Consultation/Community Engagement:</b>	Relevant updates will be confirmed as appropriate to outside bodies following the decision of Cabinet.
<b>Risks:</b>	Appointments to bodies enable representation of views and the potential for decision making. There are limited impacts directly on the organisation.
<b>Officer Contact:</b>	Ian Hunt
<b>Designation:</b>	Head of Governance
<b>Ext. No:</b>	2629
<b>E-mail:</b>	<a href="mailto:Ian.Hunt@braintree.gov.uk">Ian.Hunt@braintree.gov.uk</a>

## **Proposed Amendments:**

### **1. Braintree District Voluntary Support Agency (BDVSA):**

The BDVSA has recently merged with Colchester CVS to form Community 360. The Council will be entitled for at least the coming year to appoint a member to attend their board meetings. It is proposed that Councillor Mrs Sue Wilson is appointed given her previous appointment to BDVSA.

### **2. Essex Rural Partnership:**

To add this body to the list of appointments to outside bodies and appoint Councillor Peter Schwier to represent the Council. This body has previously been attended as part of portfolio responsibilities by the relevant portfolio holder.

### **3. Ignite:**

To note and record the appointment of Alison Andreas as a community representative together with Councillor Tom Cunningham, both of whom serve as Directors.

### **4. North Essex Garden Communities Limited (NEGC):**

The Leader of the Council is appointed as a Director to the NEGC, and it is proposed that this is recorded in the list of Outside Body Appointments, and to make the appointment of Councillor Mrs Lynette Bowers-Flint as the deputy to this body.

### **5. Superfast Essex Steering Board:**

To add this body to the list of appointments to outside bodies and appoint Councillor Tom Cunningham to this body and Councillor Kevin Bowers as his deputy. This body has previously been attended as part of portfolio responsibilities by the relevant portfolio holder.

Revised Health and Safety Policy		Agenda No:6a
Portfolio	Corporate Services and Asset Management	
Corporate Outcome:	Delivering better outcomes for residents and businesses and reducing costs to taxpayers	
Report presented by:	Cllr. John McKee Cabinet Member for Corporate Services and Asset Management.	
Report prepared by:	Lee Crabb, Head of Environmental Services	
Background Papers:		Public Report
Health and Safety Executive Framework HSG65. Existing Corporate Health and Safety Policy		Key Decision: No
<b>Executive Summary:</b> The Corporate Health and Safety Policy has been updated to adopt the principles of best practice set out by the Health and Safety Executive’s Framework HSG65.  The current Policy has been modified to simplify its content and to clearly define the roles and responsibilities at all levels throughout the Council, how health and safety will be managed in accordance with the recommended process of “plan, do, check and act”.  The Statement of Intent has been re-drafted and sets out clearly the commitment towards ensuring the health and safety of our staff, Members, customers, visitors and partners.  Although having a very good safety record and compliance to Health and Safety legislation, the reinvigoration of the Policy will ensure that all employees and managers will know what is expected of them to carry out their work on behalf of the Council in a safe and healthy way and therefore should reduce the incidence of work related ill health and injury.		
<b>Recommended Decision:</b> To approve the revised corporate Health and Safety Policy		
<b>Purpose of Decision:</b> To ensure the Council is meeting the principals set out in the Health and Safety Executives Framework HSG65.		



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

<b>Financial:</b>	<p>There are no additional costs associated with implementing the revised policy. It simply reinforces existing responsibilities and duties.</p> <p>Compliance with the policy will reduce the risk of breaching Health and Safety legislation and consequent imposition of fines from the Health and Safety Executive or fees for their intervention. (Following the introduction of the new sentencing guidelines on 1 February 2016 a Council of this size is now classed as a large organisation and fines imposed could run into millions dependent on circumstances.)</p> <p>Policy compliance also reduces the risk of compensation claims and costs associated with staff absence arising from workplace incidents.</p>
<b>Legal:</b>	The Council is under a statutory duty to comply with the Health and Safety at Work Act 1974 and all current relevant health and safety Laws and Regulations
<b>Safeguarding:</b>	There are no safeguarding issues raised by the new Policy.
<b>Equalities/Diversity:</b>	There are no equalities implications as the Policy applies to all employees in their respective roles.
<b>Customer Impact:</b>	There are no adverse customer impacts as a result of the revised Policy.
<b>Environment and Climate Change:</b>	There are no environmental or climate change implications as a result of this Policy.
<b>Consultation/Community Engagement:</b>	The revised Policy has been approved by the internal Corporate Health and Safety Committee and by the respective Trades Unions.
<b>Risks:</b>	Failure of the Council to incorporate HSG 65 would place the Authority at risk for not considering new guidance being produced by the HSE.
<b>Officer Contact:</b>	Lee Crabb
<b>Designation:</b>	Head of Environmental Services
<b>Ext. No:</b>	2227
<b>E-mail:</b>	lee.crabb@braintree.gov.uk

# Braintree District Council's Health & Safety Policy Statement

**Braintree District Council is committed to maintaining a pro-active safety culture which ensures a healthy and safe environment for staff, Members, customers, visitors and partners.**

A robust approach towards Health & Safety is essential to ensure that you and the public have the highest confidence in all that we do. I am personally committed, with Corporate Directors, Managers, Trade Unions and Members to maintain and where possible improve our approach and actions ensuring a healthy and safe environment.

Safety concerns are considered through a series of meetings from the Management Board through to team briefings with the main driving force being the Corporate Health, Safety and Welfare Committee. The Health and Safety performance of the organisation is reported publicly to Cabinet via the quarterly corporate performance report and monthly to Management Board by our Corporate Fire & Safety Officer. Minutes of the Corporate Health, Safety and Welfare Committee are reviewed at Management Board meetings.

The health of the organisation is equally as important and is monitored and improved through a variety of processes. We also have a strong approach to health and safety training for staff and this funding and programmes are supported and maintained despite budget pressures.

This policy document is required reading in conjunction with your own service's Health and Safety organisation, arrangements and safe working practices including your Risk Assessments. It is important that you understand all of the Health and Safety arrangements, your responsibilities, and likewise the Council's responsibilities.

Please ensure that you are aware of the Health and Safety practices and standards in your own role and those that may be affected by your actions. Working together we can achieve a successful Health and Safety approach in all that we do.

Nicola Beach

Chief Executive

This is the statement of general policy and arrangements for:

Overall and final responsibility for health and safety is that of:

Day-to-day responsibility for ensuring this policy is put into practice is delegated to:

<b>Braintree District Council</b>
<b>The Chief Executive</b>
<b>Andy Wright – Corporate Director</b>

Statement of general policy	Responsibility of	Action / Arrangements
Responsibility for health and safety in councils extends to their role as employers, service providers and often as major procurers, commissioners of goods and services and their enforcement role.	<b>Nicola Beach Chief Executive &amp; Cllr. John McKee Cabinet Member responsible for Health &amp; Safety</b>	The Council make decisions that impact on a wide range of workplaces – Council offices, leisure centres, sports halls, sheltered housing complexes, multi-storey car parks etc. It is the Chief executive and lead member's role to ensure the authority has the right health and safety policy and strategy in place. Objectives are set and delivered, and that the authority has access to competent health and safety advice, the right resources available and that employees and their representatives are fully engaged
Prevent accidents and cases of work-related ill health and provide adequate control of health and safety risks arising from work activities	<b>Andy Wright – Corporate Director</b>	Relevant risk assessments are completed by the various services and any required actions arising out of the assessments are implemented. The Corporate Fire & Safety Officer monitors to ensure risk assessments are reviewed. Risk Assessments are reviewed when there is a change of circumstances i.e. new working practices, new plant/equipment, following an accident/incident. If there are no changes the assessments are checked on an annual basis. Corporate risk assessment templates are available to assist Competent Persons to carry out an assessment, training is available, assistance and advice is available from the Corporate Fire & Safety Officer.
Provide adequate training and clear instructions to ensure employees are safe and competent to do their work	<b>Andy Wright – Corporate Director Heads of Service</b>	Staff are given necessary Health & Safety induction and provided with appropriate training in order to carry out their required tasks. Where required staff are provided with appropriate Personal Protective Equipment – PPE. Braintree District Council will ensure that suitable arrangements are in place to cover Employees engaged in work remote from their main office/base, or those that work alone.
Engage and consult with employees on day-to-day health and safety conditions and provide advice and supervision on occupational health	<b>Service Unit Managers</b>	Staff are routinely consulted on Health & Safety matters as they arise but also formally consulted through team meetings/briefings, Dynamic Risk Assessments, etc.
Implement emergency procedures - evacuation in case of fire or other significant incident	<b>Heads of Service</b>	Emergency procedures are in place for all sites. All Braintree District Council sites have relevant fire safety signs, appropriate escape routes, safety escape lighting, and first aid firefighting equipment where appropriate. All sites occupied by Braintree

Statement of general policy	Responsibility of	Action / Arrangements
		District Council have been Fire Risk Assessed, all relevant properties are re-inspected on an annual basis; following an incident, if new working practices, machinery, chemicals, etc, increase the possibility of a fire. Ad-hoc inspections are also carried out. Evacuation procedures are tested from time to time to ensure they are still relevant & work. Any shortfalls are investigated immediately.
Welfare:	Service Unit Managers	Toilets, washing facilities, and drinking water provided. In addition equipment is available for staff where they can heat food via microwave ovens or cookers. Kettles or hot water dispensers are available within some offices. Some sites have vending machines for hot/cold drinks and small snacks.
Maintain safe and healthy working conditions, provide and maintain plant, equipment and machinery, and ensure safe storage / use of substances	Heads of Service Service Unit Managers	Systems are in place for routine inspections and testing of equipment, plant, machinery, and for ensuring that action is promptly taken to address any defects.  COSHH Assessments are carried out on chemicals/substances where necessary. The process of assessment is carried out by an outside approved assessment company.
Health and safety law poster is displayed:	Health & Safety Law posters are prominently displayed at all relevant sites and are frequently checked to ensure compliance.	
First-aid boxes are located:	First Aid snatch boxes are strategically placed at each site to ensure that First Aiders are able to grab equipment as quickly as possible. Some of our sites have First Aid rooms where there are well stocked First Aid cabinets. Defibrillators are positioned at four Braintree District Council premises. A number of staff are trained to the full 3-days First Aid at Work standard and a number of staff are trained to the Emergency First Aid one day standard.	
Accidents and ill health at work reported under RIDDOR: (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	First Aid staff are trained in the use of Defibrillators and a small number are trained in the Management of Anaphylaxis.  Braintree District Council uses its own on-line style of First Aid reporting rather than a book. All accidents/incidents are forwarded to the Corporate Fire & Safety Officer who decides whether it requires an investigation, review of risk assessments, whether the accident/incident is reportable under RIDDOR: RIDDOR is reported via the HSE reporting system electronically.  First Aid training is carried out in-house by an approved/Licensed Instructor wherever possible.	

Signed: (Employer)		Date:		
Subject to review, monitoring and revision by:	Chair of Corporate Health Safety Welfare Committee	Annually or sooner if work activity changes		

Plan for Growth 2017-22		Agenda No:7a
Portfolio	Economic Development	
Corporate Outcome:	A sustainable environment and a great place to live, work and play A well connected and growing district with high quality homes and infrastructure A prosperous district that attracts business growth and provides high quality employment opportunities A high performing organisation that delivers excellent and value for money services Delivering better outcomes for residents and businesses and reducing costs to taxpayers	
Report presented by:	Councillor Tom Cunningham, Cabinet Member for Economic Development	
Report prepared by:	Emma Goodings, Head of Economic Development and Planning Policy	
Background Papers:	Public Report	
	Key Decision: No	
Executive Summary:		
<p>Braintree District Council's Economic Prospectus was published in 2013 and, whilst it has been a very useful document that has helped identify the focus for the Council's investment strategy and priorities, with regional and national changes on the horizon, such as the Government's Industrial Strategy, the Local Enterprise Partnership's emerging new Strategic Economic Plan and Essex County Council's emerging Economic Plan for Essex, it is now the right time to refresh the Economic Prospectus.</p> <p>The refreshed document – the Plan for Growth – outlines the Braintree district economy and incorporates economic development interventions required for growth alongside those of infrastructure, encompassing:</p> <ul style="list-style-type: none"><li>• Skills</li><li>• Business support</li><li>• Transport infrastructure</li><li>• Digital infrastructure</li><li>• Grow-on office space</li></ul> <p>Its focus is on growing a productive economy through interventions into key sectors in partnership with other public sector bodies and the private sector rather than focusing on growth per se. The draft Plan for Growth also highlights a focus on areas such as</p>		

tourism and town centre and rural development which are required to support the economy in terms of raising the profile of the district and ensuring quality of lifestyle in, for example, attracting inward investment.

In January 2017, the Government published its Industrial Strategy Green Paper which has a focus on creating a much more productive economy for the UK which plays to its own strengths in science and innovation. Other reports have been published, some of which are in response to the Green Paper (Localis' *The Making of an Industrial Strategy*) and others are the result of significant research (RSA's *Inclusive Growth Commission*) and the Plan for Growth identifies how Braintree District Council can respond to the challenge of creating a more productive economy.

Crucially to the Plan for Growth, and similar to the national picture, the Essex Economic Commission published its first report in February 2017 which was, effectively, a 'State of the Nation' report for the county of Essex. It highlights that, whilst GVA is strong for the county, this statistic hides the fact that the county is not reaching average UK productivity levels which signals a weakness in skills attainment, and that if Essex is to reach its ambition of being the largest economy outside of London, significant improvements need to be made across a range of areas including skills and infrastructure. Essex County Council is currently drafting the Economic Plan for Essex to respond to the Commission's findings and identify how improvements can best be delivered. The Plan for Growth has pre-empted some of the findings from the Commission, particularly around productivity, and has identified skills, infrastructure and grow-on enterprise space as some of the critical areas that require focus to help the economy to grow sustainably.

It is proposed that, once Members have considered the content of the Plan for Growth, it is then open for consultation amongst our partners, including the business community and skills providers of the district. It is intended that the final Plan for Growth will be considered by Members in September 2017.

#### **Recommended Decision:**

To **agree** the draft Plan for Growth and consultation plans.

To **agree** delegation to the Cabinet Member for Economic Development and Corporate Director to approve the final draft Plan for Growth for consultation.

#### **Purpose of Decision:**

To approve the draft Plan for Growth for onward consultation with all partners.

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

<b>Financial:</b>	There are financial implications from the provision of business support interventions, for example, to the upgrading of infrastructure which either form part of existing budgets, the District Investment Strategy or will form all or part of funding bids to external bodies.
<b>Legal:</b>	None arising out of this report
<b>Safeguarding:</b>	None arising out of this report
<b>Equalities/Diversity:</b>	The Plan for Growth seeks to create a more equitable economy in Braintree and particularly focuses on the provision of opportunity to those who are, for example, not currently achieving high levels of skills attainment and accessing high-quality employment opportunities.
<b>Customer Impact:</b>	There will be a significant impact on our customers – both businesses and the public – as a result of the delivery of the Plan for Growth. It is intended that this impact will be positive but the Plan will be monitored and evaluated annually to ensure that this positive impact is delivered.
<b>Environment and Climate Change:</b>	The argument for increased transport infrastructure does have an impact on Environment and Climate Change but seeks to remedy the current congestion problems which lead to a detrimental impact on the environment and climate change.
<b>Consultation/Community Engagement:</b>	The Plan for Growth is currently in draft format ready for consultation with the public and businesses. A final Plan for Growth will be brought forward once all responses are incorporated.
<b>Risks:</b>	There is a reputational risk associated with the Plan for Growth, particularly if the Council does not deliver in partnership with businesses and skills providers. However, that risk is mitigated as far as possible through the consultation exercise and the intention to deliver in partnership.
<b>Officer Contact:</b>	Anita Thornberry
<b>Designation:</b>	Interim Head of Economic Development
<b>Ext. No:</b>	2581
<b>E-mail:</b>	Anita.thornberry@braintree.gov.uk



## **1. Introduction**

- 1.1 The Council's ambition for the economy of the Braintree district is of a productive economy that provides opportunities for all its residents. The draft Plan for Growth, therefore, seeks to identify where the barriers to growth currently exist in the district's economy and what can be done to overcome them. The draft Plan for Growth cannot be delivered in isolation by the Council and requires partnership working with the private sector alongside other public sector bodies such as Essex County Council and skills providers in order to be successful.
- 1.2 The draft Plan for Growth has identified that the most sustainable form of growth is both through a focus on our existing key sectors and on growing our existing businesses. It focuses on the relatively low skills attainment in the district and the low levels of productivity as well as the fact that Braintree is starting from a position of some strength with regard to its strategic location between London and Cambridge; the fact that it has the physical space in which to grow; and, that it has key sector strengths which could be the vital sectors of the future economy.
- 1.3 The draft Plan for Growth suggests that the Council's business advice activity is focused on enabling our existing businesses to grow and to encourage innovation and growth in emerging sectors to ensure that the district's economy is prepared for the future. This is not to ignore the other sectors in the district, for example retail and professional services, but the support to them is to provide strong core sectors which will enable these other sectors to grow. This includes preparing our communities for the opportunities through increased skills attainment and training that suits the needs of employers now and in the future. Braintree District Council has been clear that any proposed Garden Communities, which are subject to the Local Plan, need to be locations of employment potential as well as housing. The draft Plan for Growth will also be a means of readying the Braintree district economy for the economic plans for any proposed Garden Communities, which are subject to the Local Plan, and ensuring that the whole of the district benefits from them rather than isolated areas.

## **2. Regional and National Context**

- 2.1 The context for the draft Plan for Growth is a series of regional and national macro-economic reports. At a regional level, the Essex Economic Commission published its first report in February 2017. It identified that the Greater Essex economy lagged behind that of the UK in terms of productivity and that Essex would not realise its ambition of being the largest economy outside of London on its current performance. The Commission also recognised that whilst GVA for Essex was relatively strong, it hid the fundamental weakness in the Essex economy around skills attainment. It reported that the impact of those high-tech sectors which are present in the Essex economy have not yet had a significant impact upon it and therefore, the economy was still dominated by relatively low-level employment particularly within the entrepreneurial economy of Essex. In response to this, Essex County Council is currently drafting a revised Economic Plan for Essex

which will identify the A120 as a growth corridor, of which Braintree district is an integral part.

- 2.2 At a national level, the Government published, in January 2017, the Industrial Strategy Green Paper which highlights how the Government intends to create a more productive economy through playing on the UK's existing strengths in science and research and providing the conditions whereby innovations can be successfully commercialised as the UK's productivity currently lags behind that of most of the Western nations. Its intention is for the UK to be a world-leader in new technology. The Green Paper recognises that skills are a key component of a productive economy and that the UK does not perform well in this regard so is seeking to address this through a greater emphasis on technology and STEM skills. There is also an emphasis on retraining for adults to help them be better prepared for the shift in work from low-level 'blue collar' work to the automation of it which requires STEM skills to access the opportunities. The Government has also included within the Green Paper the need for enhanced infrastructure in the UK, including digital infrastructure, in order to deliver the economic opportunities for the country.
- 2.3 Several other reports have been published recently including Localis's *Making of a Local Industrial Strategy* which emphasises the need for the devolution of powers to local areas if the Industrial Strategy is to truly be delivered. The report has also identified that there are a number of what it calls 'stuck' and 'stifled' areas in the UK that are prohibiting growth. The 'stuck' areas, which include Babergh, Mid Suffolk and Tendring, are those with the economic demographics of deprived communities and a predominantly ageing population that do not have the ability to quickly contribute to growth. The 'stifled' areas, which include Colchester, are those whose growth is constrained by their geographic boundaries. The report highlights, therefore, that whilst Braintree district is neither 'stuck' nor 'stifled', it is bordered by two authorities who are: Babergh and Colchester.
- 2.4 The Royal Society of Arts launched an Inclusive Growth Commission in 2016 to consider how best to distribute economic growth to all. The Commission reported in March 2017 and identified that in order to achieve truly inclusive growth there must be locally-based Industrial Strategies which bring together the private and public sectors focused on the delivery of quality jobs. For the Commission, the public sector means all of the local institutions including healthcare as well as education, for example, to act as anchor institutions which together create a more inclusive employment market. The Commission also recommends that there should be a new phase of devolution which enables local areas to combine social and economic spending to achieve specific social and economic outcomes: maximising the impact of public spending and reducing the negative impact of 'silo budgeting' which inhibits, for example, the adoption and dissemination of innovations in the health and social care arena.

### **3. Braintree District Context**

- 3.1 The draft Plan for Growth has highlighted that the district's economy is not as productive as the Essex average and is, therefore, below the UK average for productivity which is, in itself, lagging behind the rest of the world. This

identifies for the district the low skills attainment amongst communities and, when combined with the low unemployment rate, identifies the low-level employment opportunities that abound. This then raises significant socio-economic problems as the communities affected are not able to access high-quality opportunities that are in the district and which we wish to grow as they do not have the qualifications and over time, those low-level employment opportunities are going to disappear as they are increasingly automated.

- 3.2 The draft Plan for Growth has identified, in broad headlines, the key sectors that make up the Braintree district economy's strength. It is vital that there is a stronger understanding of these broad headlines and an interrogation of what the sectors' strengths truly are in the district to enable a focused support/advice programme that is agreed with by businesses to enable them to grow and, where appropriate, innovate.
- 3.3 The draft Plan for Growth has been prepared largely in advance of the regional and national reports outlined above and goes some way to identifying how Braintree District Council can respond to them and deliver its own inclusive growth. Primarily, however, the draft Plan for Growth has been prepared to address the barriers to growth within the Braintree district.
- 3.4 It has a focus on skills, infrastructure, business support and, crucially, partnership working. The Council cannot deliver the final Plan for Growth alone and it is proposed, therefore, that the current draft has a consultation period with the Council's partners, including the district's businesses and skills providers, in order to inform the final document.
- 3.5 As well as a focused approach to the key sectors, the draft Plan for Growth also highlights the importance of town centres and rural areas, including the tourism offer, to the district. There is a considerable tourism offer within the district which, if appropriately exploited, will not only have a beneficial economic impact but will also crucially raise positive awareness of the district. The tourism offer includes supporting the enhancing of our town centres and the rural tourism and business offer within the district.

#### **4. Next Steps**

- 4.1 It is proposed that there is a consultation period amongst the Council's key partners, including businesses and skills providers, to ensure that all the ways in which the barriers to growth can be overcome are explored and that the draft Plan for Growth has resonance amongst key stakeholders. It is proposed that the consultation commences after the General Election on 8 June 2017 and is open until 21 July 2017. The final Plan for Growth will be brought back to Members in September 2017 for approval.
- 4.2 A series of strategic interventions are proposed in the draft Plan for Growth which have a five-year span and which have been broken down into specific, annual, actions. It is also proposed that an annual evaluation and monitoring report is published to show progress in the delivery of the Plan against Key Performance Indicators which will be finalised when the final Plan for Growth is delivered.

## **Braintree Plan for Growth April 2017-2022**

### *Introduction*

**7a**

The Braintree District Plan for Growth is a refreshed Economic Prospectus, setting out what has been achieved since the original document's publication in 2013; what we have learned about the Braintree District economy since then; what the future plans to support growth are; and, how the Council is seeking to help deliver them between 2017-2022, with annual delivery plans and further five-year plans published in the future.

**The Council is fully aware that it cannot deliver growth on its own. To this end, this Plan for Growth is intended to be delivered in partnership with other public sector organisations and, crucially, the private sector.**

The refreshed Prospectus is based upon new economic data which continues to inform and sometimes shift our priorities and measure our performance against targets.

The Council continues to focus on its Corporate Strategy priority of Infrastructure and Economic Development and to invest its resources to deliver as well as seek to attract external funding. The Plan for Growth remains the key component of our delivery of **9,000 jobs by 2026**.

### *Competitive Advantage – Location*

The Braintree district has one significant competitive advantage – its location. Lying between the regional growth centres of Chelmsford and Colchester; Cambridge as a global technology research and development centre; and the international transport hubs of Stansted Airport and the Haven Ports, the district enjoys a superb location to attract and grow businesses. London is 45 minutes away by rail; and the A120 and A12 trunk roads cross the District giving access to the Haven and Thames ports; Stansted and Southend airports; and, the M11, London and the M25.

This locational advantage is complemented by a high quality natural and historic environment and a supportive and entrepreneurial business environment where employment land is competitively priced. The Council and its partners are serious about enabling investment and helping businesses establish and grow.

This competitive advantage provides Braintree district with a 'head start' compared with other places seeking to grow the economy and provides a positive context for overcoming the challenges and barriers to growth highlighted below. Working with our private and public sector partners, the Council needs to create the conditions for the effective delivery of interventions if it is to deliver on its job growth targets and ensure growth in the District is sustainable and complimentary to this prime location.

Braintree district is bordered by what a recent Localis report, *The Making of an Industrial Strategy*, called 'stuck' and 'stifled' Local Authority areas. Babergh, in terms of its economic demographics has been identified as 'stuck' in its ability to grow whereas Colchester's growth, it is argued, has become 'stifled' due to its

geographic constraints. The Braintree district is currently neither 'stuck' nor 'stifled' and this Plan for Growth is aimed at sustainable growth to ensure it becomes neither.

### *Industrial Strategy*

In January 2017, the Government published its Industrial Strategy Green Paper which seeks to enhance UK economic growth through a focus on productivity and innovation, providing support to those functions which encourage both: namely skills and infrastructure as well as support to commercialisation of innovation.

Braintree District Council submitted a response to the Green Paper highlighting how the proposed Garden Communities, and the intention to exploit new technology to support communities living within them to be resilient and self-reliant, helps the Government to deliver its Industrial Strategy. The Council has made the case that, in order for the new communities to be delivered and successful, significant investment is required from the public sector in infrastructure, skills and economic growth. The Council has committed to work in partnership with Central Government, other public sector bodies and the private sector to encourage sustainable, productive economic growth within the district but Government funding schemes outlined within the Green Paper, such as the Housing Infrastructure Fund and National Challenge Fund, need to be as targeted to areas such as Braintree district as they are to, for example, the Northern Powerhouse and the Midland's Engine for Growth.

### *Braintree District's Economic Profile*

Braintree district's economic performance since 2013 has continued in a positive trajectory. It has, like much of Essex, performed relatively well during the economic recovery though, as with the rest of Essex, this recovery is fragile and there are systemic issues that will need to be addressed in the coming years if the full growth potential is to be realised.

The District's Gross Value Added (GVA) is £2.7bn, representing 10% of the Essex County Council area's total GVA. This represents an increase for Braintree of £390m since 2013. The working age population has increased by 1,000 since 2013 at 94,400 whilst jobs have increased by almost 7,000. The unemployment rate for Braintree has fallen by 1,200 since 2013 leaving the District with low unemployment levels at 1.1%. In employment terms, the overall net commuting rate for residents is -13.9%. This has fallen from -16% in 2013 though it is projected to rise again to -15.5% by 2022 with no intervention to reverse the trend. These figures for 2017 show that Braintree businesses are providing more employment opportunities than there are unemployed people to work in them, a positive trend. It is fair to say, however, that in terms of productivity these are not necessarily high-skilled, high-quality employment opportunities. The main rise in employment has been seen in Construction and Professional Services (defined as occupations requiring special training the arts or sciences and include the services of lawyers, accountants, architects and engineers).

### Overall Economic Statistics for Braintree<sup>1</sup>

	2013	2017	2022
GVA (millions £s)	2,222.2	2,723.3	2,935.9
Working Age Population	93,000	94,400	96,400
Unemployment (000's)	2,300	1,100	1,100
Net Out-commuting	-16%	-13.9%	-15.5%

### Productivity

In the Government's Industrial Strategy Green Paper the ambition is to improve the UK economy equitably through improved productivity levels. The UK's global position in terms of productivity (producing more value for each hour of people's time and thereby increasing their earning power) is significantly behind France, Germany and the US with workers in those countries producing more in four days than workers in the UK do in five<sup>2</sup>. The Industrial Strategy highlights the imbalance within the UK economy in terms of productivity levels and, as part of this analysis, ranks the East of England as fourth in the UK in terms of productivity. What this statistic hides, however, is the fact that Essex ranks second from bottom out of the six counties in the 'old' East of England region:

### Productivity as per Labour Productivity (County-level)<sup>3</sup>

County	2013	2017	2022
Bedfordshire	£50,200	£53,900	£57,150
Cambridgeshire	£50,300	£52,300	£55,670
Essex	£46,700	£49,140	£52,440
Hertfordshire	£51,350	£53,880	£56,920
Norfolk	£43,210	£44,580	£47,580
Suffolk	£44,350	£46,210	£49,520

Productivity in the Braintree district is lower than the Greater Essex average. At £41,200 Labour Productivity, Braintree is ranked 6<sup>th</sup> in Greater Essex which shows the relatively low-skilled employment and job opportunities within the district. This compares with the highest productivity level in Essex, in Braintree's neighbouring district, Uttlesford, which has £52,100 Labour Productivity. The common link with these high productivity levels seen in neighbouring districts and counties is the high-tech business dominance of Cambridge which has spread to neighbouring areas and the impact of life sciences in the area, principally Uttlesford and Stevenage in Hertfordshire. There will also be an impact from London, which in itself has high-tech excellence amongst other sectors, though the spread of influence does not seem to impact on all of its neighbouring districts, including Braintree which does export its workforce to London.

<sup>1</sup> East of England Forecasting Model

<sup>2</sup> Building Our Industrial Strategy, Green Paper January 2017

<sup>3</sup> East of England Forecasting Model

#### Productivity as per Labour Productivity (District level)<sup>4</sup>

District	2013	2017	2022
Braintree	£38,700	£41,200	£44,500
Cambridge	£41,600	£43,000	£45,600
Stevenage	£46,800	£49,500	£53,400
Uttlesford	£50,100	£52,100	£56,400

Braintree's economy is broadly made up of Micro businesses (0-9 employees) with 89.5% of the total business base. Small and Medium Enterprises (10-249 employees) make up 10% of the economy with businesses employing over 250 staff making up around 0.3% of the business base. This is broadly in line with the East of England average.

The District has, as can be identified from the productivity levels highlighted above, a low skills attainment average. In terms of NVQ1 and NVQ2 levels, Braintree is generally on a par with the East of England and UK averages but there is a drop from NVQ3 onwards, with Braintree lagging behind the East of England and UK averages. This correlates to the percentage of people employed in Managers, Directors and Senior Official roles than the East of England and UK average as well as residents employed in the Professional Occupations.

#### Skills Attainment Levels<sup>5</sup>

	Braintree	East of England	UK
NVQ1	88.7%	84.9%	84.9%
NVQ2	71.8%	71.5%	73.6%
NVQ3	45.2%	53.5%	57.4%
NVQ4	27.4%	33.6%	37.1%
Senior Roles	6.4%	10.3%	10.4%
Professional Occupations	12.3%	19.0%	19.9%

Braintree does buck trends in the following employment categories:

#### Braintree Skills Strengths<sup>6</sup>

	Braintree	East of England	UK
Associated Professional and Technical	18.4	14.7	14.1
Skilled Trades	15.6	11.3	10.5
Process Plant & Machine Operatives	9.9	6.5	6.4

The data does not interrogate these categories in enough detail to show whether or not these are skilled employment opportunities in growth sectors or declining sectors which could affect the future stability of the Braintree economy if the latter. The data is, however, reflective of the skills required in one of the largest sectors of the

<sup>4</sup> East of England Forecasting Model

<sup>5</sup> Greater Essex Employment & Skills Board research

<sup>6</sup> Greater Essex Employment & Skills Board research

Braintree economy: the Advanced Manufacturing and Engineering sector which employs nearly 7,500 staff.<sup>7</sup>

The median salary for Braintree residents is almost £600 per week which is probably reflective of the levels of out-commuting, probably to London, as the median wage of employees within the District is £514, lower than the Essex and UK average (£520 and £529 respectively).<sup>8</sup>

Whilst, as can be seen, the Braintree economy is prosperous and growing, there continue to be challenges and barriers to growth.

### *Barriers to Growth*

The District economy will, barring any further major external economic shocks, potentially continue to grow at an average rate without significant public sector investment. It will not, though, reach its full potential without intervention by the public sector.

### Ageing Population

Braintree district faces barriers to growth which require public and private sector intervention to overcome. One such barrier is an **ageing population** which will, in future years, inhibit growth due to a decreased workforce. By 2025, it is anticipated that the over 65's age group will increase by 30% and represent almost a quarter of the Braintree district population. This ageing population will place a greater demand on health, social care and housing needs. Whilst, by 2025, the working age population will see a moderate 3% decrease, the demands of housing from an increased overall population will create a greater demand for employment in the District. In order to meet the demands of an ageing population and provide for the workforce required to generate economic growth, there is a need to create **additional, adequate, housing**.

### Infrastructure and Connectivity

In order to meet the demands of businesses and new housing, improvements to the District's **infrastructure** is a necessity. The A120 is only dualled from Stansted to Braintree and the A12 is above capacity with both suffering serious peak hour congestion; the rail connection from Braintree to the East Coast mainline at Witham is single track, limiting the frequency of service.

The rural parts of the District in particular lack access to superfast broadband – essential if we are to foster innovative micro businesses and SME's.

### Skills

A further requirement of economic growth is a **skilled workforce** that meets the needs of employers. As has been highlighted, Braintree district communities do not

---

<sup>7</sup> Greater Essex Employment & Skills Board research

<sup>8</sup> East of England Forecasting Model



enjoy particularly high skills levels, particularly over NVQ2 Level which is evident in the economy and its productivity levels. Very often, high skills attainment is linked with prosperous households whereas on average, children from areas of deprivation tend to have low levels of skills attainment.

At Key Stage 2, Braintree district exceeds the Essex and East of England average attainment level slightly. Generally, the trend of disadvantage and low attainment is true for the Braintree district, though there are exceptions. The district does not, however, perform as well in County or Regional averages for GCSE attainment. The district has closed the percentage gap in recent years but only two of the nine secondary schools saw a higher percentage of pupils achieving A\*-C GCSE's than the average attainment levels seen for Essex and the East of England. There is, however, no clear correlation between disadvantage and low GCSE attainment levels. Indeed, the worst performing school has the lowest level of pupils who were deemed to be disadvantaged. This lower level of skills attainment, as has been seen above, leads to relatively low productivity levels and employment in senior management and professional occupations which could be a deterrent for businesses locating to the District. The existing businesses in Braintree district could also struggle to grow through the lack of a skilled workforce and could, therefore, choose to move out of the area. **We need to better understand the low attainment levels to work with our partners in overcoming it.**

#### Skills Attainment<sup>9</sup>

	<b>Braintree</b>	<b>East of England</b>	<b>UK</b>
Key Stage 2	82%	81%	79%
	<b>Braintree</b>	<b>Essex</b>	<b>East of England</b>
GCSE	52.3%	58.4%	58.2%

#### Economic Sectors

We need to stimulate our businesses to grow, particularly in key economic sectors. We know that the **strongest sectors** of the Braintree economy are Construction; IT, Digital and Creative; Advanced Manufacturing and Engineering; Health and Social Care; and, Logistics. We need to understand more about these businesses to ensure that public sector support for them is targeted to best meet their needs. By growing them, we know that the **supporting sectors** of Professional Services; Retail; and, Accommodation and Food will also grow and generate further employment and growth.

#### Town Centre and Rural Regeneration

In order to support increased housing and employment opportunities, we need to continue **Town Centre and Rural Regeneration** to strengthen the role of our key towns and villages in providing services and the cultural and social heart of the District. This would also be supported by a **coherent Tourism offer** that will, in addition, provide employment and support the positive image of the District.

#### Employment Sites

---

<sup>9</sup> Greater Essex Employment & Skills Board Research

A further inhibitor to growth is the lack of grow-on office space for businesses and general employment premises and sites that are at the point of being delivered. The result of this lack is that businesses already in the district either do not grow in order to remain within their manageable spaces, or leave the district to grow elsewhere. This also represents a significant barrier to attracting businesses from outside the area to locate in Braintree.

### *Achieving Growth*

Braintree District Council and its public and private sector partners want to realise the ambitious plans for growth, particularly to increase the economy. The most fundamental route to achieve this is for more businesses to operate sustainably in the district to employ people and create a supply chain that, in turn, employs more people still. The delivery of infrastructure improvement requires an economic impact to secure funding and the development of housing requires an end user who is generally in employment and therefore in a position to afford the property for developers to deliver.

This employment creation can be delivered through assisting the existing business base to grow and expand within the district and to attract businesses from outside the district, in.

### Indigenous Growth

The growth of businesses already located within the district is one of the most sustainable and preferable ways to grow the economy in the first instance. In order to do this, as well as access to a ready market, businesses need:

- A skilled workforce
- Suitable premises

Businesses within the district are, as outlined above, therefore currently constrained as there is a lack of a highly-skilled workforce and suitable grow-on space to accommodate growth.

### Inward Investment

The principal requirement for companies when considering whether to relocate or expand in another area to their current domicile is whether or not they can do business in that area and therefore improve the balance sheet of the company. In order to satisfy that question, the evidence required, in no particular order, is:

- Skilled workforce
- Appropriate business premises
- Adequate/good infrastructure
- Good quality housing stock availability
- Lifestyle opportunities

As can be seen from the barriers to growth highlighted above, currently the Braintree district cannot answer many of these key questions adequately. There is a real opportunity to capture certain businesses from London and Cambridge so action has to be taken to genuinely deliver the above evidence requirements in order to ensure this is realised for the benefit of sustainable economic growth. We cannot, therefore, create a comprehensive inward investment proposition without addressing the problems highlighted above.

Growth in itself, however, is not enough for a strong and sustainable economy. It needs to be a targeted growth, in key sectors, that improves levels of productivity. In order to realise such growth, therefore, there is a need for the public and private sectors to intervene, particularly in the following areas:

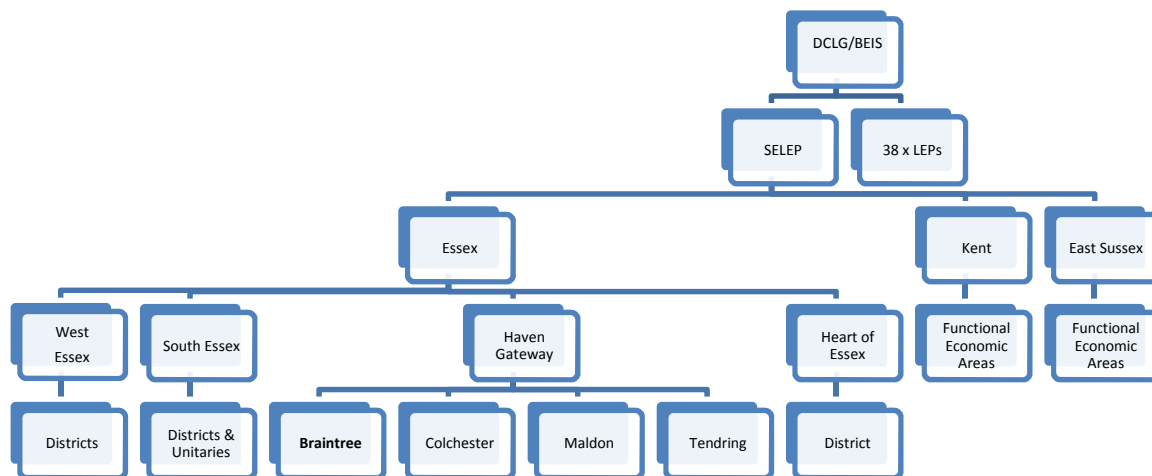
- Encouraging businesses in growth sectors to flourish in the district through targeted business support programmes.
- Creating a high-skilled workforce that is fit-for-purpose for the requirements of business
- Creation of employment sites and a range of office accommodation that are fit-for-purpose for business needs
- Upgrading of key infrastructure and connectivity (road, rail and broadband)
- Delivery of identified residential sites

### *Funding the Growth*

The Council has great ambition for the district and its growth but that the delivery of these ambitions is currently constrained for a number of reasons. The interventions required to overcome these constraints require funding for delivery which will be from a combination of public and private sector sources with the Council setting the context through its District Investment Strategy that will deliver infrastructure improvements for existing and future residents, committing **£28m** to its delivery. The Investment Strategy will provide:

- Partnership working to improve health provision in the District, improving primary health facilities delivered through land and capital investment opportunities, including a new regeneration scheme in Braintree Town Centre and an investment by the Council of circa **£11m**.
- Improvements to our three Town Centres with the Council already having committed **£1.2m** to capital improvements.
- Identification and delivery of improvements to our most congested roads through working in partnership with Essex County Council and Highways England to relieve congestion at Galley's Corner on the A120 and improve access to Braintree Town Centre through a slip road onto Millennium Way, committing **£2.5m** to help deliver this.
- Increased opportunity for new business growth and employment investment into which could fund support for business growth through (for example) business start-up and grow-on facilities and generate inward investment through bringing forward strategic employment sites and new commercial units. This includes investing **£500k** into new incubation and growth facilities in Witham and **£960k** into grow-on units in Braintree.

It is anticipated that additional funds will be secured from Essex County Council to deliver the growth priorities as well as bids submitted to, for example, Central Government via the South East Local Enterprise Partnership (SELEP). We will achieve this through working with the Haven Gateway Partnership in supporting its Whitehall and Westminster Engagement Strategy to effectively raise our profile and lobby Central Government for funds and highlight the importance of the functional economic area. In this respect, the Partnership structure within which Braintree District Council sits is as follows:



In addition, it is expected that the private sector development that the Growth Plan will unlock will generate around **£300m** of investment providing a greater than 10:1 return on the District's investment.

### *Strategic Priorities*

Our number one economic priority is to grow GVA beyond the projected level of £2.9bn by 2022 to **£3.5bn** and improve our projected productivity as measured by GVA per capita level of £18,200 by 2022 to **£19,500**. In order to achieve this, a number of strategic priorities need to be delivered within the life of this Growth Plan, namely **Infrastructure, Skills and Business Support**:

- Improve road and rail connectivity and public transport
- Provide superfast broadband across all parts of the District and ultrafast for new business sites
- Bring forward strategic employment sites, providing a range of premises for businesses.
- Target support to businesses in our growing and emerging sectors with innovation potential
- Work closely with businesses and providers to increase educational attainment

### *Delivery*

An underpinning theme of the activity within this Prospectus is one of lobbying to ensure that Braintree District is at the centre of investment from the wider public sector, especially Essex County Council, SELEP and Central Government. We will actively promote Braintree District to these potential funders as well as create the evidence base to construct the business cases required to secure investment. In order to achieve this, we will work in partnership with bodies such as the Haven Gateway Partnership as well as Essex County Council and SELEP.

A further underpinning theme of this Prospectus is partnership working with the private sector. The Council will deliver against this Prospectus in the best way for business as it is business that will ultimately deliver the growth and prosperity for the District. This means that we will particularly work through business networks and partnerships to secure support and engagement for our activity.

### *Review and Evaluation*

This success of activity will be measured on an annual basis, though the ultimate success of the Plan for Growth will take some years to fully impact the district's economy, through the establishment of agreed Key Performance Indicators, including:

- Monitoring GVA growth and productivity improvement
- Monitoring business growth in key sectors
- Monitoring skills attainment levels
- Monitoring the economic impact of tourism activity
- Submission of, and success of, funding bids

An annual review and evaluation report will be published.

## Five-Year Delivery Plans

### *Priority 1 – Infrastructure & Connectivity*

#### Road

- Work with the Haven Gateway Partnership and Essex County Council to submit the Preferred Route option to Highways England for the new A120 by September 2017.
- Work with the Haven Gateway Partnership to lobby Central Government for inclusion within RIS2 of the new A120 between Braintree and the new A12 Expressway by December 2017.
- Work with the Haven Gateway Partnership, Essex County Council, District partners and Highways England to secure the start of delivery of the new A12 Expressway.
- Work with Essex County Council to lobby Central Government for improvements for local roads, e.g. A120 Millennium Way Slip Roads, securing funding by March 2017 and delivering the identified scheme by 2020/21.
- Work with Essex County Council to undertake improvements to signage in and around Braintree.

#### Broadband

- Work with Essex County Council and Superfast Essex for superfast broadband to be delivered across all residential properties in the District from January 2018.
- Work with Haven Gateway Partnership to lobby Central Government for **at least** superfast broadband with 100% coverage across all existing business premises by January 2019.
- Working with developers, ensure that ultrafast broadband is installed in all new developments.

#### Rail

- Work with the Haven Gateway Partnership to lobby Network Rail for improved tracks and links
- Work with Essex County Council and Network Rail to undertake a GRIP Study to establish outcomes to provide two trains an hour to Braintree.
- Work with the Haven Gateway Partnership to lobby Abellio for improved rail services.
- Work with Abellio to improve station car parking numbers and general condition

#### Employment Sites and Premises

- Work with developers to bring appropriate sites forward, including Eastlink 120 starting on site in late 2019.
- Invest, with partners, in incubation and start-up space including the opening of grow-on space at the Braintree Enterprise Centre by early 2018 and completing the Witham Enterprise Centre in late 2020.

- Working with businesses, identify the potential of securing additional Business Improvement Districts for our industrial and business estates across the District by 2022.

#### Regeneration in our town centres

- Work with businesses and Essex County Council partners to identify and deliver a suite of activities to increase footfall and spend in them, starting June 2017.
- Deliver the Manor Street regeneration scheme by summer 2020.
- Work towards achieving a Business Improvement District for one of our Town Centres by 2022.

#### Housing

- Create a Housing Delivery Company to secure the provision of appropriate and adequate mixed tenure housing for the District.
- Work with landowners and developers to bring forward appropriate sites identified for housing development, securing required infrastructure developments to support them such as Panfield Lane with an onsite commencement in mid-2019.
- Provide key worker housing to support the recruitment and retention of staff in areas such as health and teaching.

#### Public Transport

- Continue to work with partners to improve express links between Stansted Airport, Braintree, Witham and the rail network.

#### *Priority 2 – Business Support*

- Continue to work with Ignite and the BEST Growth Hub along with other business support organisations to increase levels of targeted business support in order to generate more new business start-ups and business success rates to increase growth in our key sectors.
- Establish a programme of business support, business advice, access to finance, access to markets for our economic sectors, promoting this to gain awareness and take-up of available support.
- Work with Higher Education Institutions to encourage innovation within businesses to help them grow
- Raise the profile of the Braintree district as a place to do business
- Identify the opportunities for Tourism within the District and how the Council can best support its sustainable growth.
- Work with partners to secure external funding opportunities to support businesses to grow

#### *Priority 3 – Skills Development*

- Work with schools and Essex County Council towards improvements in attainment levels at all Key Stages.
- Work with education providers and Essex County Council towards improvements in attainment levels for 16-24 year olds generally.
- Work with businesses to help them communicate their skills needs to education providers and help those providers ensure the needs are met
- Work with businesses to help exploit best use of the Apprenticeship Levy
- Work with partners to secure external funding opportunities to support skills attainment

## **Annual Delivery Plan 2017/18:**

### *Priority 1 – Infrastructure & Connectivity*

#### Road Infrastructure

- Secure funding to carry out junction improvements and an additional road to alleviate the congestion around the Springwood Drive industrial estate to improve conditions for businesses on the estate and attract additional businesses to it.
- Secure funding with Essex County Council and Highways England, to alleviate peak hour congestion around Galley's Corner via the creation of new slip roads joining Millennium Way to the A120
- Support Essex County Council to secure a preferred route for the improved A120 between Braintree and the A12 is included within the Government's Road Investment Strategy 2020-2025.

#### Broadband

- Work with Essex County Council to monitor delivery of Phase 2 and 3 of the Superfast Essex programme to ensure maximal coverage in the Braintree District by 2019
- Work with Essex County Council and Superfast Essex to explore appropriate and achievable options for achieving superfast broadband coverage across all remaining areas of the Braintree District at the end of Phase 3 of the programme.
- To work with the Haven Gateway Partnership to lobby for additional funding from the BDUK programme to look at options for ultrafast provision to major employment and business sites.

#### Rail

- Complete the GRIP 2 Study and agree measures with Essex County Council and Network Rail to improve the frequency and reliability of trains between Braintree and London.



## Employment Sites and Premises

- Invest our own resources (£500k) and secure match-funding from external sources to deliver a Witham Enterprise Centre, providing “incubator” business units to encourage new, knowledge-based, start-up businesses and SME’s.
- Complete the construction of four new grow-on units at Braintree Enterprise Centre by early-2018.
- Engage with market experts to establish the requirement for further grow-on space in the District and seek opportunities to deliver grow-on space accordingly.
- Establish a commercial agents’ forum by June 2017 to understand demand for commercial space and, where appropriate, create business cases for investment.

## Regeneration of our key towns

- Secure detailed planning consent for the delivery of the Manor Street Regeneration project by the early 2018, start construction in 2018 and deliver the new scheme by summer 2020.
- Create the Plan for Braintree, informed by the Braintree Vision, by March 2018 that incorporates guide documents such as an Events Plan, Funding Strategy, Public Realm Strategy and Governance Strategy.
- Deliver improvements to Witham and Halstead Town Centres in accordance with Highways Authority guidance and permissions
- Establish, by September 2017, the plan for the District Council’s engagement in Witham and Halstead.
- Deliver new signage and wayfinding for the Town Centres by March 2018

## *Priority 2 - Business Support*

- Establish a programme of business support, business advice, access to finance, access to markets for our key economic growth sectors, promoting this to gain awareness and take-up of the support by September 2017
- Identify Key Performance Indicators to measure the success of our interventions to ensure our resources are always appropriately targeted by September 2017.
- Seek to secure external funding wherever possible to match-fund our own resources and secure the best possible outcome.
- Undertake a Place Branding exercise, in partnership with the private sector, and deliver the recommendations collectively.
- Work with Higher Education providers to secure support for businesses with innovation potential to ensure it is maximised to best effect, seeking to match business needs with Higher Education strengths through, for example, Knowledge Transfer Partnerships.
- Strengthen the Council’s business engagement activity by providing, either directly or through key partners, quarterly business network opportunities addressing areas of direct interest to businesses.
- Establish a Communications Plan to ensure that information is cascaded to businesses as effectively as possible
- Liaise with Ignite and the BEST Growth Hub to ensure Braintree businesses in key economic sectors are receiving the optimum levels of support
- Continue to deliver the Industrial Estates Improvement Programme, finalizing this by March 2018.

- Deliver a Tourism Strategy by September 2017 and detailed Action Plan for delivery

### *Priority 3 - Skills*

- Establish an internal working group by June 2017 to ensure that all skills activity is coordinated
- Work with internal colleagues and Essex County Council to deliver the Early Years Programme to ensure our young people have the best possible start into education.
- Work with Essex County Council and the local schools to secure an Education Improvement Partnership by December 2017 to address weaknesses, particularly with regard to GCSE attainment levels.
- Work with Sixth Form Colleges and other Further Education providers along with schools to broker stronger engagement between them and businesses to provide a workforce that meets employers' needs through curriculum development, work placements and awareness-raising activity of career opportunities and skills requirements.
- Understand better the skills requirements of the key economic sectors for the Districts, seeking to raise awareness of this amongst the education providers.
- Work with the third sector to encourage participation, particularly amongst our deprived communities, in work-based education programmes that enable re-training or access to work programmes for the long-term unemployed post-19.
- In September 2017, launch the Braintree District Employment and Skills Board  
Identify external funding opportunities to better deliver skills programmes with partners.

<b>Open Spaces Supplementary Planning Document – Open Spaces Action Plan</b>		<b>Agenda No: 8a</b>
<p><b>Corporate Priority:</b> A sustainable environment and a great place to live, work and play. A well connected and growing district with high quality homes and infrastructure.</p> <p><b>Portfolio Area:</b> Planning and Housing</p> <p><b>Report presented by:</b> Cllr Mrs Lynette Bowers-Flint. Cabinet Member for Planning and Housing</p> <p><b>Report prepared by:</b> Stephen Wenlock, District Landscape Architect</p>		
<p><b>Background Papers:</b> Open Space Supplementary Planning Document 2009 Braintree Green Spaces Strategy 2008</p> <p><a href="#">Open Spaces Action Plan 2017 Edition</a></p>		<b>Public Report</b>
<p><b>Options:</b></p> <ol style="list-style-type: none"> <li>1) To receive and adopt the Open Spaces Action Plan 2017</li> <li>2) To receive and not adopt the Open Spaces Action Plan 2017</li> </ol>		<b>Key Decision: No</b>
<p><b>Executive Summary:</b></p> <ol style="list-style-type: none"> <li>1) This report introduces the 2017 edition of the <a href="#">Open Spaces Action Plan (OSAP)</a>.</li> <li>2) <a href="#">The Open Spaces Action Plan</a> is a table of outline proposals for the provision and enhancement of open spaces in Braintree District. Its purpose is to demonstrate the need for these and enables Council officers to identify where financial contributions (being sought from developers under the Open Spaces Supplementary Planning Document) will be spent.</li> <li>3) The proposals shown require a detailed programme of works to be drawn up and, in some cases, master planning and public consultation, and as they may be reliant on the availability of additional financial resources from grants and public sector resources, the timing of works will be dictated by the date at which sufficient financial resources are available. Members are asked to support the programme of enhancements and provision as the basis for negotiating open space contributions as a planning obligation.</li> <li>4) The original document was endorsed by the Local Area Committees in September 2010, before being proposed to Cabinet who endorsed the document on the 14<sup>th</sup> February 2011. At the time it was proposed as a document that would be regularly reviewed, updated and brought back to Members accordingly.</li> <li>5) It was subject to extensive revision across 2012, then annual revisions during 2013 - 2017 to keep the document current. Each revision has engaged Parish</li> </ol>		

and Town councils, Ward Members and Council Officers, producing a revised edition at the start of the year.

- 6) [The Open Spaces Action Plan 2017](#) is the sixth annual revision of the document and has followed the same consultation route (during 2016/17) as previous editions.
- 7) An introduction follows as if the document was new, with the general areas of revision listed at the base of this report.

**Decision:**

To receive and adopt the [Open Spaces Action Plan 2017](#).

**Purpose of Decision:**

The plan forms part of the Council's evidence base for securing planning obligations from Developers to enhance existing open spaces, or provide new ones. Adopting the [Open Spaces Action Plan 2017](#) supplants the 2016 edition, updating the currently adopted information.

<b>Any Corporate implications in relation to the following should be explained in detail</b>	
<b>Financial:</b>	The Open Spaces Action Plan helps secure planning obligations from developers, bringing capital money into the council at no cost.
<b>Legal:</b>	The Council's Planning function requires evidence of local open space needs to support the Open Spaces Supplementary Planning Document when negotiating planning obligations. This evidence is contained in the Open Spaces Action Plan, which would also help defend legal challenge to planning decisions where a developer refuses to enter into a planning obligation for open space.
<b>Equalities/Diversity</b>	Access for All principals are at the core of the Council's work to design and implement the enhancements made possible by the Open Spaces Action Plan. In this way the document enables us to make our open spaces more able to meet the diverse needs of our residents. Additionally, a proportion of the entries in the Open Spaces Action Plan are directly aimed at improving accessibility to open space
<b>Customer Impact:</b>	The decision will maximise the potential for enhancing open spaces or providing new open spaces for the benefit of the public.
<b>Environment and Climate Change:</b>	The decision will lead to an improvement in the management quality of the District's environment
<b>Consultation/Community Engagement:</b>	Parish, Town and Ward Councillors as well as key Council staff have been engaged in the update process, and have been central to it
<b>Risks:</b>	The current adopted edition of the Open Spaces Action Plan (2016) is now obsolete or inaccurate in places. This could leave the Council open to challenge when negotiating planning obligations and determining the relevant planning applications. The updated version will reduce that risk by making corrections and bringing the document up to date.
<b>Officer Contact:</b>	Stephen Wenlock
<b>Designation:</b>	District Landscape Architect
<b>Ext. No.</b>	2571
<b>E-mail:</b>	Stephen.Wenlock@braintree.gov.uk

## **OPEN SPACES ACTION PLAN**

### **Introduction**

1. This report introduces the Open Spaces Action Plan (attached), which sets out a list of proposals for the provision and enhancement of open spaces in Braintree District. Its purpose is to demonstrate the need for these proposals and justify the open space contributions being sought from developers under the Open Spaces Supplementary Planning Document. Its primary evidence base is the Open Space Audit, which took place in 2006-07. The proposals comprise schemes that have been identified for Council-owned open spaces and schemes identified by Ward, Town and Parish Council Members. Members are asked to support the programme of enhancements and provision as the basis for negotiating planning obligations.

### **Background**

2. The Open Spaces Supplementary Planning Document was adopted in September 2009. It gives guidance to developers on the Council's approach to seeking planning obligations to mitigate open space provision and enhancement needs arising from new development. The document explains to developers what open space is required in terms of area of land and financial contribution for different types of space. Experience in other local planning authorities, and advice received from the Council's solicitors, is that if the Council cannot demonstrate where a contribution will be spent, it will not be supported on an appeal against a refusal of permission based on a developer's refusal to enter into a Section 106 agreement.
3. Why is there a need for this Action Plan?
  - (a) The Action Plan provides transparency on the Council's open space aspirations.
  - (b) It underpins the Open Space Supplementary Planning Document by indicating which schemes will be supported by Section 106 funds.
  - (c) It is evidence to support development management in negotiations for new development.
  - (d) It co-ordinates various Council functions in relation to open space and asset management.
  - (e) It meets former Scrutiny Panel recommendations.
4. The Open Spaces Action Plan lists those open spaces that require enhancement and new open spaces that would meet a recognised need. The sites are classified by the Wards as used in the Braintree Green Spaces Strategy. The table is primarily a tool to enable planning officers to direct funding to open spaces serving the Section 106 development. It will be made available on-line and therefore accessible to developers and members of the public.

### **Explanation of Table**

5. The table sets out open space proposals by Ward and ownership. For each open space or enhancement proposal the table shows an outline of proposed works to facilities that already exist (for example to increase their capacity) or proposed work to provide new facilities (for example purchasing land for new public open space, or building a new play facility). The table shows open

space deficits as identified by the Green Spaces Strategy as these are clear evidence of a particular type of need. Other supplementary details are also given, including the source of the entry and if there has been any initial public input (letters or petitions received by a Parish Council for example).

6. There is no ranking of open space proposals, as the likelihood of any proposal being implemented will depend on the availability of finance. The sources of funding of open space improvements include capital budgets of both public and private organisations, grants available from government and charitable trusts, and Section 106 receipts which are seen, in many cases, to be a topping up of shortfalls in other types of funding. Because the actions proposed in the Action Plan are reliant on the availability of financial contributions, no time scales are given for the proposals. The expiry dates for spending the existing Section 106 receipts will determine the initial priorities for the provision and enhancement of open spaces. Thereafter priorities will be dictated by time constraints on future Section 106 agreements and the availability of sufficient financial resources for the project.
7. The Action Plan will be kept under continuous review, and an annual report made to members to propose an update (new edition) to the document. In a number of areas there are no entries, generally these relate to the most rural of parishes and the least likely areas of significant growth. These have been identified with “No Response” and such indicates that there was nothing listed in the original plan and that the relevant members have not responded to the recent engagement and consultation exercises.

***Parishes updated for 2017:-***

- [Braintree Wards \(pg. 1-4\)](#)
- [Bradwell \(pg. 5\)](#)
- [Coggeshall \(pg. 5, 6\)](#)
- [Little Maplestead \(pg. 7\)](#)
- [Black Notley \(pg. 8\)](#)
- [Great Notley \(pg. 8, 9\)](#)
- [Halstead St. Andrew \(pg. 9, 10\)](#)
- [Halstead Trinity \(pg. 10\)](#)
- [Hatfield Peverel \(pg. 11, 12\)](#)
- [Castle Hedingham \(pg. 13\)](#)
- [Sible Hedingham \(pg. 13, 14\)](#)
- [Kelvedon \(pg. 15\)](#)
- [Great Saling \(pg. 15\)](#)
- [Rayne \(pg. 16\)](#)
- [Belchamp St. Paul \(pg. 17\)](#)
- [Cressing \(pg. 17\)](#)
- [Ridgewell \(pg. 18\)](#)
- [Bulmer \(pg. 18\)](#)
- [Foxearth & Liston \(pg. 18\)](#)
- [White Notley \(pg. 19\)](#)
- [Middleton \(pg. 19\)](#)
- [Earls Colne \(pg. 19, 20\)](#)
- [Pebmarsh \(pg. 20\)](#)
- [White Colne \(pg. 21\)](#)
- [Great Bardfield \(pg. 21, 22\)](#)
- [Panfield \(pg. 22\)](#)
- [Wethersfield \(pg. 23\)](#)
- [Great Yeldham \(pg. 28\)](#)
- [Toppesfield \(pg. 28\)](#)

<b>Cabinet Member Decisions made under delegated powers</b>		<b>Agenda No:9a</b>
<b>Portfolio</b>	<b>See body of report</b>	
<b>Corporate Outcome:</b>		
<b>Report presented by:</b>	<b>Not applicable – report for noting</b>	
<b>Report prepared by:</b>	<b>Chloe Glock, Governance Business Officer</b>	
<b>Background Papers:</b>	<b>Public Report</b>	
Cabinet Decisions made by individual Cabinet Members under delegated powers.	<b>Key Decision: No</b>	
<b>Executive Summary:</b>		
All delegated decisions 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 delegated decisions have been taken (details as at time of decision):		
<b>Councillor Peter Tattersley – Cabinet Member for Health and Communities</b>		
<b>Decision taken on 6th March 2017</b>		
To agree the room and new wedding package price proposals for Braintree Town Hall for 2017-2018.		
<b>Councillor David Bebb – Cabinet Member for Finance and Performance</b>		
<b>Decision taken on 27th March 2017</b>		
To vire funds of £37,260 from the Council Tax Sharing Agreement budget to Democratic Representations and Management.		
<b>Councillor Mrs W Schmitt – Cabinet Member for Environment and Place</b>		
<b>Decision taken on 20<sup>th</sup> April 2017</b>		
To approve the allocation of up to an additional £10,000 discretionary funding, repayable upon sale or transfer of property, to allow disabled facilities grant works to be undertaken .		
Cabinet Decisions made by individual Cabinet Members under delegated decisions can be viewed on the Access to Information page on the Council’s website.		
<a href="http://www.braintree.gov.uk">www.braintree.gov.uk</a>		



<b>Recommended Decision:</b>
For Cabinet to note the delegated decisions.
<b>Purpose of Decision:</b>
The reasons for decision can be found in the individual delegated decision.

<b>Any Corporate implications in relation to the following should be explained in detail.</b>	
<b>Financial:</b>	None arising out of this report.
<b>Legal:</b>	None arising out of this report.
<b>Safeguarding:</b>	None arising out of this report.
<b>Equalities/Diversity:</b>	None arising out of this report.
<b>Customer Impact:</b>	None arising out of this report.
<b>Environment and Climate Change:</b>	None arising out of this report.
<b>Consultation/Community Engagement:</b>	None arising out of this report.
<b>Risks:</b>	None arising out of this report.
<b>Officer Contact:</b>	Chloe Glock
<b>Designation:</b>	Governance Business Officer
<b>Ext. No:</b>	2615
<b>E-mail:</b>	<a href="mailto:chloe.glock@braintree.gov.uk">chloe.glock @braintree.gov.uk</a>