

# CABINET AGENDA

**Monday, 6th February 2023 at 6.30pm**

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

**THIS MEETING IS OPEN TO THE PUBLIC**

Members of the public will be able to view and listen to this meeting via YouTube.

To access the meeting please use the link below:

<http://www.braintree.gov.uk/youtube>

---

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

**Overall Strategy Innovative Environment**

Finance and Corporate Transformation  
Climate Change and The Environment  
Operations and Commercialisation

Councillor G Butland (Leader of the Council)

Councillor J McKee

Councillor Mrs W Schmitt

Councillor R van Dulken

**Connecting People, Places and Prosperity**

Economic Growth  
Housing, Assets and Skills  
Planning and Infrastructure

Councillor T Cunningham (Deputy Leader)

Councillor K Bowers

Councillor Mrs G Spray

**Supporting Our Communities**

Health and Wellbeing  
Communities

Councillor P Tattersley

Councillor F Ricci

Invitees: Councillors J Abbott, Mrs J Pell and D Mann are invited to attend as Group Leaders

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.

D GASCOYNE  
Chief Executive

## **INFORMATION FOR MEMBER – DECLARATIONS OF MEMBERS’ INTERESTS**

### **Declaration of Disclosable Pecuniary Interests (DPI), Other Pecuniary Interests (OPI) or Non-Pecuniary Interests (NPI).**

Any Member with a DPI, OPI or NPI 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 DPI or OPI 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.

### **Public Question Time - Registration and Speaking:**

The Agenda allows for a period of up to 30 minutes for Public Question Time. Members of the public may ask questions or make statement to the Committee on matters listed on the agenda for this meeting.

All questions or statements should be concise and should be able to be heard within the 3 minutes allotted to each speaker.

Anyone wishing to ask a question or make a statement are requested to register their interest by completing the Public Question Time registration [online form](#) by **midday on the second working day** before the day of the Committee meeting.

For example, if the Committee Meeting is on a Tuesday, the registration deadline is midday on Friday, (where there is a Bank Holiday Monday you will need to register by midday on the previous Thursday). The Council reserves the right to decline any requests to register to speak if they are received after this time.

When registering for Public Question Time please indicate whether you wish to attend the Committee meeting ‘in person’ or to participate remotely. People who choose to join the meeting remotely will be provided with the relevant link and joining instructions for the meeting.

Please note that completion of the on-line form does not guarantee you a place to speak during Public Question Time. You will receive email notification from the Governance Service confirming whether your request is successful.

The Chairman of the Committee has discretion to extend the time allocated to registered speakers and the order in which they may speak.

In the event that a registered speaker is unable to connect to the meeting, or if there are any technical issues, their question/statement may be read by a Council Officer.

Further information on public question time is available on the [Council’s website](#).

### **Health and Safety**

Anyone attending meetings is asked to make themselves aware of the nearest available fire exit. In the event of an alarm you must evacuate the building immediately and follow all instructions provided by staff. You will be directed to the nearest designated assembly point until it is safe to return to the building.

**Documents:** Agendas, Reports and Minutes can be accessed via [www.braintree.gov.uk](http://www.braintree.gov.uk)

**Data Processing:** For further information on how the Council processes data, please see the Council's Privacy Policy.

[https://www.braintree.gov.uk/info/200136/access\\_to\\_information/376/privacy\\_policy](https://www.braintree.gov.uk/info/200136/access_to_information/376/privacy_policy)

**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 after the meeting using this link: <http://braintree.public-tv/core/portal/home> The meeting will also be broadcast via the Council's YouTube Channel.

**Comments and Suggestions:**

We welcome comments 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 to [governance@braintree.gov.uk](mailto:governance@braintree.gov.uk)

## **PUBLIC SESSION**

**Page**

### **1 Apologies for Absence**

### **2 Declarations of 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 the Code of Conduct for Members and having taken appropriate advice where necessary before the meeting.

### **3 Minutes of the Previous Meeting**

To approve as a correct record the minutes of the meeting of the Cabinet held on 6th December 2022 (copy previously circulated).

### **4 Public Question Time**

(See paragraph above)

### **5 HOUSING, ASSETS AND SKILLS**

#### **5a Eastlight Community Trust - Presentation to Cabinet**

To receive a presentation from Emma Palmer CEO of Eastlight Community Trust

### **6 OVERALL STRATEGY**

#### **6a Council Budget and Council Tax 2023/24 and Medium Term Financial Strategy 2023/24 to 2026/27**

Please note: This has been circulated as a separate report and published on the Council's website.

### **7 OPERATIONS AND COMMERCIALISATION**

#### **7a Hackney Carriage Fare Increase**

**6 - 14**

### **8 FINANCE & CORPORATE TRANSFORMATION**

#### **8a Strategic Risk Register**

**15 - 44**

**8b Idox Contract Award**

**45 - 47**

**9 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.**

**PRIVATE SESSION**

**10 HOUSING, ASSETS AND SKILLS**

**10a Strategic Investment Proposal**

<b>Report Title:</b> Hackney Carriage Fare Increase	
<b>Report to:</b> Cabinet	
<b>Date:</b> 6 <sup>th</sup> February 2023	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2022/58
<b>Report Presented by:</b> Councillor Richard van Dulken, Cabinet Member for Operations and Commercialisation	
<b>Enquiries to:</b> John Meddings, Principal Licensing Officer <a href="mailto:john.meddings@braintree.gov.uk">john.meddings@braintree.gov.uk</a>	

## 1. Purpose of the Report

1.1 To consider a request made by 39 Hackney Carriage Proprietors (or registered interest) received by Braintree District Council (the Council) as the Licensing Authority under the Local Government (Miscellaneous Provisions) Act 1976 (LG(MP)A76) to amend the table of fares by:

- increasing the Mileage Tariff One (starting rate) from £3.70 to £3.90
- Increase waiting time for each period of 1 minute from £0.35 to £0.40
- Increase of soiling fee from £30 to £100

## 2. Recommendations

2.1 To agree the request for an increase in the Council's Hackney Carriage Table of Fares to come in effect on 1<sup>st</sup> April 2023.

2.2 To commence the statutory public consultation.

2.3 Delegated authority to the Cabinet Member for Operations and Commercialisation, in consultation with the Corporate Director, Operational and the Licensing Committee Chairman to:

- a. Consider any representation received during the 14-day consultation period and to determine whether the increase comes into effect with or without modification; and
- b. In the event of represents being made, to agree a revised implementation date for the new fares, if necessary, such date shall not later than 2 months after the first effective date.

## 3. Summary of Issues

3.1 Under Section 65 of the LG(MP)A76 the Council may fix the rates or fares within a District for time as well as distance and all other charges in connection with the hire of a vehicle or arrangement of the vehicle, to be paid in accordance with the fare card.

3.2 Historically it was agreed that a review of the fares charged for travelling in licensed Hackney Carriages should take place annually by the Taxi Association. Should they wish for an increase, this would then be submitted for consideration by the Council. The Annual review was to avoid a request for a high increase after several years. The last request fare increase was agreed on 16<sup>th</sup> May 2022 and implemented on 1<sup>st</sup> July 2022.

3.3. The request before the Council for a fare increase has been submitted by 39 of the Council's Licensed Hackney Carriage Proprietors and those with a declared interest. Details of the proposed increase have been prepared by the Hackney Carriage Proprietors and are set out in Appendix 1.

3.4 The proposed requested increases to Tariff one (starting rate) are as follows;

3.4.1 The charge for the initial distance travelled is to be increased from £3.70 to £3.90.

3.4.2 Increase waiting time for each period of 1 minute from £0.35 to £0.40

3.4.3 Increase of soiling fee from £30 to £100

3.5 The justification for the increase is mainly due to the continuing rise of fuel costs, but also seeks to increase the charges where soiling takes place. When asked for a more detailed information the following was provided by the trade:

*In 2018, we had a fare increase and we were paying £1.25.9 per litre for fuel, and we did not get another fare increase until I applied in January 2022 when fuel was £1.34.9 per litre. What I did not expect was that it would take until June to get it (6 months). Since January 2022, the fuel has risen again and we are now paying £1.79.9 to £1.84.9 per litre locally. Therefore, we see this as the reason for the latest request, and I'm hoping that it will not take 6 months this time around.*

*From asking a number of drivers from Witham and Braintree ranks, I can tell you that drivers are using between £13-£20 per day more fuel than this time in January 2022, so even though the 20p on kick off and the 5p on the waiting time wont recoup the extra daily cost, it will help slightly.*

*As for the soil increase, this is because the £30 just does not cover the loss we incur when soiling takes place. To break it down, it costs around £30-£50 to get the car cleaned properly if someone is sick, which means you have to take the vehicle off the road immediately, therefore losing any income for the rest of that shift, and then you have the fact that it takes between 12 to 18 hours for the seats and carpets to dry to a level that you can work again, therefore, the reason for asking for the increase to £100.*

3.6 The initial request from hackney carriage proprietors detailed how a total of 54 proprietors or those with a declared interest were balloted and the results were as follows:

39	-	Yes to proposed increase
8	-	No to proposed increase

7 - Abstained

- 3.7 The names and associated plate numbers were provided to validate individuals in the balloting process.
- 3.8 The fares of other Essex Authorities have been provided as a comparison. However, the majority of these are in the process of considering increasing fares or have already done so following requests from Hackney Carriage Proprietors.

<b>LOCAL AUTHORITY</b>	<b>2 MILE FARE</b>
Basildon*	£6.40
Braintree*	£6.70
Brentwood*	£8.10
Castle Point*	£6.40
Chelmsford*	£7.70
Colchester*	£7.70
Epping Forest***	£5.50
Harlow*	£7.20
Rochford*	£6.60
Southend on Sea**	£6.40
Tendering*	£6.80
Uttlesford*	£8.30

\* Last increase 2022

\*\* Last increase 2020

\*\*\* Last increase 2018

- 3.9 If Cabinet agrees to approve the request, before the fares come into effect, the Council must carry out a statutory public consultation.

#### **4. Options**

- 4.1 The Council powers to set fares for Hackney Carriages is discretionary under Section 65 of the LG(MP)A76; therefore, the Council may decide to either to approve or decline the request to increase the Fares.
- 4.2 If the request for the revision of the table of fares is not approved the current table of fares (July 2022) will remain in place. Hackney Carriages licensed by the Council will be unable to charge more than stipulated on the table of fares. This would have an impact on the costs being incurred by the Hackney Carriages as running costs continue to increase.
- 4.3 If the request for the revision of the table of fares is approved a public consultation will commence as detailed in the following paragraphs.

#### **5. Next Steps**

- 5.1 Should the proposed new fare structure be approved, the Licensing Team will commence the statutory consultation period, which will last for a period of not less than 14 days. The Council is required to publish a notice in at least one



local newspaper and at the Council offices. The Notice must specify the date by which representations to be lodged and the date on which the new fares will come into effect if no representations are received or received and withdrawn before the specified date.

- 5.2 In the event that representations are received and not withdrawn, those representation must be considered when making the final decision on whether to bring in the new fares.
- 5.3 Should the Council be is a position that it needs to set a second date for the Fare to come into effect, which must be within two months of the first date as required by the LG(MP)A76.
- 5.4 To provide flexibility for the decision-making process for this statutory process, it is recommended that the consideration of the representation and the determination of whether the increase comes into effect with or without modification to be delegated to the Cabinet Member for Operations and Commercialisation as the portfolio holder for Licensing, in consultation with the Chairman of the Licensing Committee and Corporate Director, Operational.
- 5.5 It is not until the consultation period expires that the new fare cards can be prepared and issued to the trade with an implementation date and instructions to have their meter chip replaced.

## **6. Financial Implications**

- 6.1 There are financial implications for the Council associated with the increase of fare. The cost of advertising and Fare Card preparation would be met by the fees charged to administer the licensing function for Hackney Carriages.
- 6.2 There are financial implications for the users of Hackney Carriages. By increasing the fare tariff increases the costs of the fare paid by the users.
- 6.3 The Fare Card for Hackney Carriages was reviewed in 2022, but Hackney Carriage Proprietors have cited the increase in the costs of fuel. Increasing the fare tariff increases the income to meet the costs associated with Hackney Carriages. If the increase is not agreed Hackney Carriage Proprietors will continue with the current fare tariffs which may impact upon their income and the viability of providing Hackney Carriages.

## **7. Legal Implications**

- 7.1 Under Section 65 of the LG(MP)A76 Council may fix the rates or fares within a District for time as well as distance and all other charges in connection with the hire of a vehicle or arrangement of the vehicle, to be paid in accordance with the fare card.
- 7.2 When setting fares imperial measurements must be used, but it is also permissible to have metric equivalent shown.
- 7.3 The request for the fare increase has been made by 39 of the licensed Hackney Carriage Proprietors or those with a declared interest. The

Proprietors who do not part of the 39 individuals who supported the request, will be able to make representation during the public consultation period. The Council is required to consider all representations in determining whether the increase comes into effect with or without modification.

- 7.4 Under the Local Governance (Miscellaneous Provisions) Act 1976 is no right of appeal against the fares once set. The only remedy would be by way of Judicial Review.

## **8. Other Implications**

- 8.1 This licensing function is a matter for Cabinet, however, as connected to the licensing functions reserved to the Licensing Committee. the Chairman of the Licensing Committee has been invited to provide his comments on the proposed
- 8.2 The Cabinet Member and Chairman of the Licensing Committee requested additional information following the initial request from the trade. The additional information provided following the request has been added to section 3.3.

## **9. Equality and Diversity Implications**

- 9.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 9.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **10. List of Appendices**

- 10.1. Appendix 1 Schedule setting out the Fare Increase prepared by the Hackney Carriage Proprietors.

## **11. Background Papers**

- 11.1 Request by Hackney Carriage Proprietors for fare increase.

An increase in fares for Braintree District as proposed below will increase the :

- **Distance** element of a taxi fare by an average of + 3.1%
- **Waiting Time** element of a Taxi fare (if incurred) by an average of + 15%

The distance element is explained as follows.

**Tariff 1**

**CURRENT 2022 TARIFF 1**

CURRENT TARIFF 1		
INCREMENT	UP to YDS	PRICE TO PAY

704yds		£3.70
95yds	799	£3.80
95yds	894	£3.90
95yds	989	£4.00
95yds	1084	£4.10
95yds	1179	£4.20
95yds	1274	£4.30
95yds	1369	£4.40
95yds	1464	£4.50
95yds	1559	£4.60
95yds	1654	£4.70
95yds	1749	£4.80
95yds	1844	£4.90
95yds	1939	£5.00
95yds	2034	£5.10
95yds	2129	£5.20
95yds	2224	£5.30
95yds	2319	£5.40
95yds	2414	£5.50
95yds	2509	£5.60
95yds	2604	£5.70
95yds	2699	£5.80
95yds	2794	£5.90
95yds	2889	£6.00
95yds	2984	£6.10
95yds	3079	£6.20
95yds	3174	£6.30
95yds	3269	£6.40
95yds	3364	£6.50
95yds	3459	£6.60
95yds	3554	£6.70
95yds	3649	£6.80
95yds	3744	£6.90
95yds	3839	£7.00
95yds	3934	£7.10
95yds	4029	£7.20

half mile = 880yds

1760yds = 1 mile

3520yds = 2 mile

	CURRENT
start fare	£3.70
1 mile	£4.90
2 mile	£6.70
3 mile	£8.60
4 mile	£10.40
5 mile	£12.30

START FARE = £3.70  
INITIAL DROP = 704 yds

subsequent DROPS = 95YDS  
10p = £1.85 Per mile

**Suggested Rate 1 (daytime) for up to 4 passenger seats**

SUGGESTED TARIFF 1		
INCREMENT	UP to YDS	PRICE TO PAY

704yds		£3.90
95yds	799	£4.00
95yds	894	£4.10
95yds	989	£4.20
95yds	1084	£4.30
95yds	1179	£4.40
95yds	1274	£4.50
95yds	1369	£4.60
95yds	1464	£4.70
95yds	1559	£4.80
95yds	1654	£4.90
95yds	1749	£5.00
95yds	1844	£5.10
95yds	1939	£5.20
95yds	2034	£5.30
95yds	2129	£5.40
95yds	2224	£5.50
95yds	2319	£5.60
95yds	2414	£5.70
95yds	2509	£5.80
95yds	2604	£5.90
95yds	2699	£6.00
95yds	2794	£6.10
95yds	2889	£6.20
95yds	2984	£6.30
95yds	3079	£6.40
95yds	3174	£6.50
95yds	3269	£6.60
95yds	3364	£6.70
95yds	3459	£6.80
95yds	3554	£6.90
95yds	3649	£7.00
95yds	3744	£7.10
95yds	3839	£7.20
95yds	3934	£7.30
95yds	4029	£7.40

half mile = 880yds

1760yds = 1 mile

3520yds = 2 mile

	current	Suggested	rise of
start fare	£3.70	£3.90	5.5%
1 mile	£4.90	£5.10	4.1%
2 mile	£6.70	£6.90	3.0%
3 mile	£8.60	£8.80	2.4%
4 mile	£10.40	£10.60	2.0%
5 mile	£12.30	£12.50	1.7%

for overall average rise of **3.10%**

START FARE = Up 20p to £3.90  
INITIAL DROP = same 704 yds

subsequent DROPS = 95YDS  
10p = £1.85 Per mile

currently £21.05 per hour which is 10p every 17.1 seconds

proposed £24.00 per hour which is 10p every 15 seconds a rise of 15%

## Tariff 2

### CURRENT 2022 TARIFF 2

#### INCREMENTS UP TO YDS PRICE TO PAY

INCREMENTS UP TO YDS	PRICE TO PAY
704yds	£5.55
95yds	799 £5.70
95yds	894 £5.85
95yds	989 £6.00
95yds	1084 £6.15
95yds	1179 £6.30
95yds	1274 £6.45
95yds	1369 £6.60
95yds	1464 £6.75
95yds	1559 £6.90
95yds	1654 £7.05
95yds	1749 £7.20
95yds	1844 £7.35
95yds	1939 £7.50
95yds	2034 £7.65
95yds	2129 £7.80
95yds	2224 £7.95
95yds	2319 £8.10
95yds	2414 £8.25
95yds	2509 £8.40
95yds	2604 £8.55
95yds	2699 £8.70
95yds	2794 £8.85
95yds	2889 £9.00
95yds	2984 £9.15
95yds	3079 £9.30
95yds	3174 £9.45
95yds	3269 £9.60
95yds	3364 £9.75
95yds	3459 £9.90
95yds	3554 £10.05
95yds	3649 £10.20
95yds	3744 £10.35
95yds	3839 £10.50
95yds	3934 £10.65
95yds	4029 £10.80

half mile = 880yds

1760yds = 1 mile

3520yds = 2 mile

	CURRENT
start fare	£5.55
1 mile	£7.35
2 mile	£10.05
3 mile	£12.90
4 mile	£15.60
5 mile	£18.45

START FARE = £5.55  
INITIAL DROP = 704 yds

subsequent DROPS = 95YDS  
15p = £2.78 Per mile

### Suggested rate 2 (also for Multi's carrying more than 4 during daytime)

#### INCREMENTS UP TO YDS PRICE TO PAY

INCREMENTS UP TO YDS	PRICE TO PAY
704yds	£5.85
95yds	799 £6.00
95yds	894 £6.15
95yds	989 £6.30
95yds	1084 £6.45
95yds	1179 £6.60
95yds	1274 £6.75
95yds	1369 £6.90
95yds	1464 £7.05
95yds	1559 £7.20
95yds	1654 £7.35
95yds	1749 £7.50
95yds	1844 £7.65
95yds	1939 £7.80
95yds	2034 £7.95
95yds	2129 £8.10
95yds	2224 £8.25
95yds	2319 £8.40
95yds	2414 £8.55
95yds	2509 £8.70
95yds	2604 £8.85
95yds	2699 £9.00
95yds	2794 £9.15
95yds	2889 £9.30
95yds	2984 £9.45
95yds	3079 £9.60
95yds	3174 £9.75
95yds	3269 £9.90
95yds	3364 £10.05
95yds	3459 £10.20
95yds	3554 £10.35
95yds	3649 £10.50
95yds	3744 £10.65
95yds	3839 £10.80
95yds	3934 £10.95
95yds	4029 £11.10

half mile = 880yds

1760yds = 1 mile

3520yds = 2 mile

	current	Suggested	rise of
start fare	£5.55	£5.85	5.5%
1 mile	£7.35	£7.65	4.1%
2 mile	£10.05	£10.35	3.0%
3 mile	£12.90	£13.20	2.4%
4 mile	£15.60	£15.90	2.0%
5 mile	£18.45	£18.75	1.7%

for overall average rise of

**3.10%**

%

START FARE = Up 30p to £5.85  
INITIAL DROP = same 704 yds

subsequent DROPS = 95YDS  
15p = £2.78 Per mile

currently £31.57 per hour which is 15p every 17.1 seconds

proposed £36.00 per hour which is 15p every 15 seconds

a rise of 15%

### Tariff 3

#### CURRENT 2022 TARIFF 3

INCREMENTS UP to YDS PRICE TO PAY

INCREMENTS UP to YDS	PRICE TO PAY
704yds	£7.40
95yds	799 £7.60
95yds	894 £7.80
95yds	989 £8.00
95yds	1084 £8.20
95yds	1179 £8.40
95yds	1274 £8.60
95yds	1369 £8.80
95yds	1464 £9.00
95yds	1559 £9.20
95yds	1654 £9.40
95yds	1749 £9.60
95yds	1844 £9.80
95yds	1939 £10.00
95yds	2034 £10.20
95yds	2129 £10.40
95yds	2224 £10.60
95yds	2319 £10.80
95yds	2414 £11.00
95yds	2509 £11.20
95yds	2604 £11.40
95yds	2699 £11.60
95yds	2794 £11.80
95yds	2889 £12.00
95yds	2984 £12.20
95yds	3079 £12.40
95yds	3174 £12.60
95yds	3269 £12.80
95yds	3364 £13.00
95yds	3459 £13.20
95yds	3554 £13.40
95yds	3649 £13.60
95yds	3744 £13.80
95yds	3839 £14.00
95yds	3934 £14.20
95yds	4029 £14.40
95yds	4124 £14.60

half mile = 880yds

1760yds = 1 mile

3520yds = 2 mile

	CURRENT
start fare	£7.40
1 mile	£9.80
2 mile	£13.40
3 mile	£17.20
4 mile	£20.80
5 mile	£24.60

START FARE = £7.40  
INITIAL DROP = 704 yds

subsequent DROPS = 95YDS  
95 yds @20p = £3.70 Per mile

#### Suggested rate 3 for cars, up to 4 passenger seats XMAS/new year ONLY or for multi seater when carrying 5-8 instead of using rate 2

INCREMENTS UP to YDS PRICE TO PAY

INCREMENTS UP to YDS	PRICE TO PAY
704yds	£7.80
95yds	799 £8.00
95yds	894 £8.20
95yds	989 £8.40
95yds	1084 £8.60
95yds	1179 £8.80
95yds	1274 £9.00
95yds	1369 £9.20
95yds	1464 £9.40
95yds	1559 £9.60
95yds	1654 £9.80
95yds	1749 £10.00
95yds	1844 £10.20
95yds	1939 £10.40
95yds	2034 £10.60
95yds	2129 £10.80
95yds	2224 £11.00
95yds	2319 £11.20
95yds	2414 £11.40
95yds	2509 £11.60
95yds	2604 £11.80
95yds	2699 £12.00
95yds	2794 £12.20
95yds	2889 £12.40
95yds	2984 £12.60
95yds	3079 £12.80
95yds	3174 £13.00
95yds	3269 £13.20
95yds	3364 £13.40
95yds	3459 £13.60
95yds	3554 £13.80
95yds	3649 £14.00
95yds	3744 £14.20
95yds	3839 £14.40
95yds	3934 £14.60
95yds	4029 £14.80
95yds	4124 £15.00

half mile = 880yds

1760yds = 1 mile

3520yds = 2 mile

	current	suggested	rise of
start fare	£7.40	£7.80	5.5%
1 mile	£9.80	£10.20	4.1%
2 mile	£13.40	£13.80	3.0%
3 mile	£17.20	£17.60	2.4%
4 mile	£20.80	£21.20	2.0%
5 mile	£24.60	£25.00	1.7%

for overall average rise of **3.10%**

START FARE = up 40p to £7.80  
INITIAL DROP = 704 yds

subsequent DROPS = 95YDS  
95 yds @20p = £3.70 Per mile

currently £42.10 per hour which is 20p every 17.1 seconds

proposed £48.00 per hour which is 20p every 15 seconds a rise of 15%

## Time.

The waiting charge rise is the result of reducing the waiting unit from 17.1 seconds to 15 seconds.

This raises the current charge for rate 1 from £21.05 per hour to £24.00 per hour. A rise of 15%.

Not all Journeys will encounter waiting time charges. Straight forward pick-up and drive and no stopping until destination will incur almost no waiting time charges.

Busy traffic, lights, junctions etc can accumulate a waiting time charge unit which will now if incurred, charge 10p every accumulated 15 seconds instead of every 17.1 seconds, a rise of 15%.

For comparison, waiting time rates currently charged in other nearby licensing areas are inexplicably widely ranging.

- Uttlesford rate 1 = 10p every 12 seconds = £ 30.00 per hour
- Brentwood rate 1 = 30p every 43 seconds = £25.11 per hour
- East Herts rate 1 = 30p every 43.2 seconds = £25.00 per hour
- **Braintree rate 1 = 10p every 15 seconds = £24.00 per hour (if adopted)**
- Chelmsford rate 1 = 10p every 17.5 seconds = £20.57 per hour
- West Suffolk rate 1 = 20p every 40 seconds = £18.00 per hour
- Colchester rate 1 = 30p every 60 seconds = £18.00 per hour
- Harlow rate 1 = 20p every 42 seconds = £17.14 per hour
- Basildon rate 1 = 20p every 45 seconds = £16.00 per hour
- Babergh rate 1 = 18p every 60 seconds = £ 10.80 per hour (OMG, local authority oppressed self-employed slaves!!)

<b>Report Title:</b> Strategic Risk Register	
<b>Report to:</b> Cabinet	
<b>Date:</b> 6 <sup>th</sup> February 2023	<b>For:</b> Decision
<b>Key Decision:</b> No	<b>Decision Planner Ref No:</b> DP/2022/60
<b>Report Presented by:</b> Councillor John McKee, Cabinet Member for Finance and Corporate Transformation	
<b>Enquiries to:</b> Phil Myers, Head of Finance <a href="mailto:phil.myers@braintree.gov.uk">phil.myers@braintree.gov.uk</a>	

**1. Purpose of the Report**

- 1.1 To approve the updated Strategic Risk Register for Braintree District Council (the Council).

**2. Recommendations**

- 2.1 Cabinet approve the updated Strategic Risk Register and the Management Action Plans, for managing the high rated risks, as detailed in Appendix 1.

**3. Summary of Issues**

- 3.1 The Strategic Risk Register (the Register) details the risks which have potential to impact on the delivery of the Corporate Strategy over the medium-term.
- 3.2 The 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.
- 3.3 The Register was previously agreed by Cabinet on 11<sup>th</sup> July 2022 and the aim is to formally review the Register twice a year.
- 3.4 The Register has recently been reviewed and updated by Senior Managers and Management Board.
- 3.5 The number of risks above the Risk Tolerance Line (see Appendix 1) and therefore requiring active management has remained at 10.
- 3.6 A summary of the risk ratings are shown in the table below:

<b>Risk Rating</b>	<b>July 2022</b>	<b>Feb 2023</b>
B2 (High likelihood/ Critical impact)	3	3
C1 (Significant likelihood/ Catastrophic impact)	-	-
C2 (significant likelihood/ Critical impact)	6	6
D1 (Low likelihood/ Catastrophic impact)	1	1
D2 (Low likelihood/ Critical impact) *	1	1
<b>Total number of risks on Strategic Register</b>	<b>11</b>	<b>11</b>

\*Risk below the Risk Tolerance Line

3.7 Management Action Plans for managing each of the ten risks above the Risk Tolerance Line are owned and maintained by the relevant Corporate Director. Details of the risks together with the Management Actions Plans are provided in Appendix 1. This ensures that each of the risks are owned and managed appropriately throughout the life of the risk

3.8 The recommendations set out in this report will help the Council to deliver its Corporate Objective: A high performing organisation that delivers excellent and value for money services, by demonstrating that it has robust arrangements in place to manage its strategic risks.

#### **4. Options**

4.1 The report invites Cabinet to approve the updated Register. However, Cabinet may determine that further amendments are required to the Register as part of their consideration. Those amendments will be incorporated into the Register, as appropriate.

#### **5. Next Steps**

5.1 The Strategic Risk Register will be reported to the Governance and Audit Scrutiny Committee at its meeting on 20<sup>th</sup> April 2023.

5.2 The Council's Risk Management Policy is due to be reviewed and updated and which will establish an updated framework for reviewing the strategic risks in future.

#### **6. Financial Implications**

6.1 There are no new financial implications arising from this report.

#### **7. Legal Implications**

7.1 There are no new legal implications arising out of this report.

#### **8. Other Implications**

8.1 Climate control issues, Safeguarding, and Customer impacts are identified under the specific risks included in the Register.

#### **9. Equality and Diversity Implications**



- 9.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 9.3 The Council's processes and approach to equalities and diversity are well developed and are not regarded as a risk. Where appropriate, each project arising out of the management of a risk will consider an Equality Impact Assessment where appropriate.

## **10. List of Appendices**

- 10.1 **Appendix 1** – Schedule of the Strategic Risk Register, including an outline for each risk of the vulnerability, triggers, and consequences, together with a risk rating; a Management Action Plan for each risk categorised above the Risk Tolerance Line; a summary table of the ratings of risks.

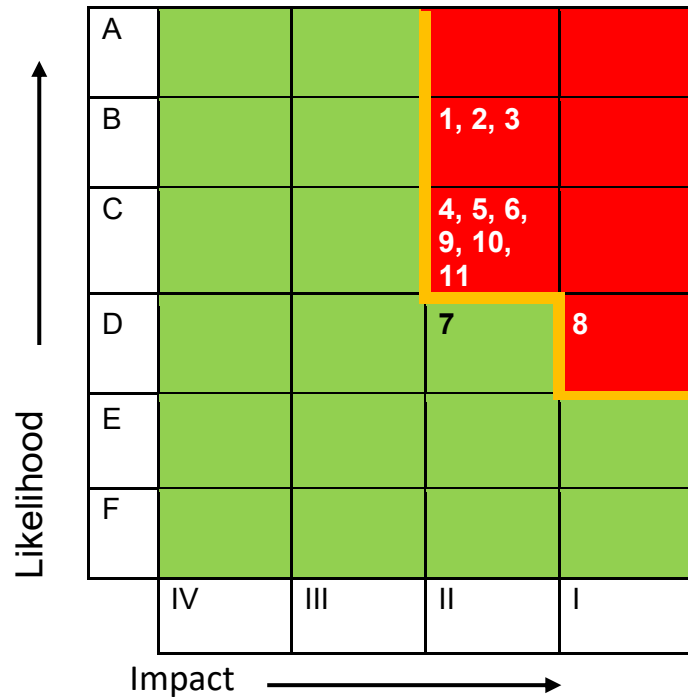
## **11. Background Papers**

- 11.1 Strategic Risk report to Cabinet – [Agenda item 6b of meeting held on 11th July 2022](#)

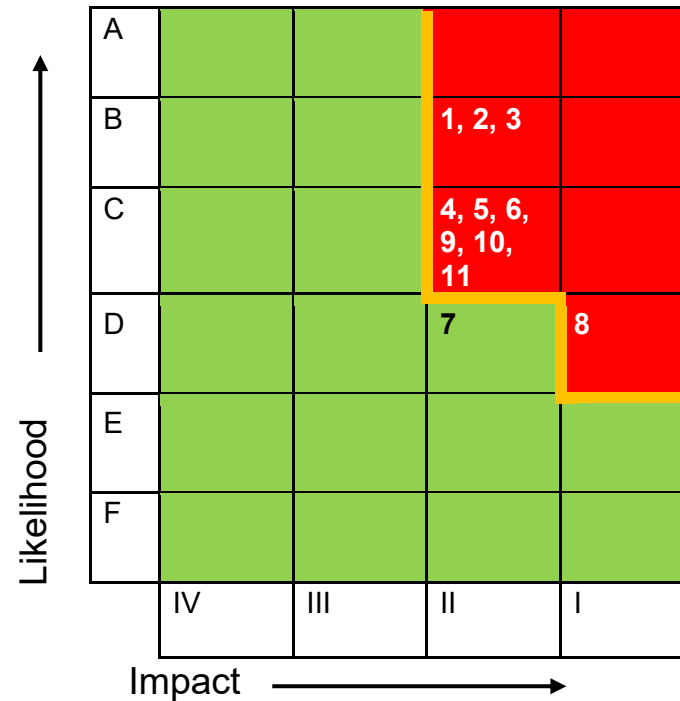
# APPENDIX - STRATEGIC RISK PROFILE

(Last reviewed by Members July 2022)

**JULY 2022**



**February 2023**



<b>Likelihood:</b>	<b>Impact:</b>
A – Very High	I – Catastrophic
B – High	II – Critical
C – Significant	III – Marginal
D – Low	IV – Negligible
E – Very Low	
F – Almost impossible	

- Risk 1: Medium Term Financial Strategy
- Risk 2: Economic Development
- Risk 3: Planning
- Risk 4: Community Resilience
- Risk 5: Service and project Delivery
- Risk 6: Affordable Housing & Homelessness
- Risk 7: Return on Investments
- Risk 8: Emergency Planning
- Risk 9: Information Management & Cyber Security
- Risk 10: Strategic Investment
- Risk 11: Climate Change

## Strategic Risk Register including Management Action Plans (where appropriate)

### Medium-Term Financial Strategy – 1

Risk Rating: **B2** (B2 July 2021 and July 2022)

Cabinet Member Owner: Councillor John McKee

Management Board Owner: Corporate Director (SB)

Vulnerability	Trigger	Consequence
<p>The Council is unable to set a balanced Budget for the forthcoming financial year and have a deliverable Financial Strategy over the Medium-Term.</p> <p>Local authorities' finances continue to be put under increasing pressure. There are ongoing secondary impacts of the Covid pandemic to the wider economy. The large scale shift to digital for work, leisure and retail impacts both the public and private sectors. It is not yet clear whether this shift is permanent in all areas which makes forecasting behaviours and demand difficult. For example, it is not clear whether use of the Council's leisure centres and car parks will return to pre March 2020 levels nor is it apparent what the longer-term impact a move to home working and digital retail will have on local businesses and therefore resilience of the business taxbase.</p> <p>We are now in a high inflation, recessionary environment which, affects our cost base adversely. It is not known how long this period will last nor how much higher prices will rise. The impact of the sanctions on Russia and Belarus will continue to be felt throughout the global supply chain and are likely to be in place for a significant period.</p> <p>Forecasting future costs is now very difficult due to the complex nature of supply chains and the economy and the volatile nature of global events.</p> <p>The Government has for some time been proposing fundamental change to Local Government funding with a Fair Funding Review and reset of the Business Rate Retention Scheme. It has been confirmed that these are now not going to be implemented during the period of the current Spending Review, nevertheless this gives uncertainty over future funding. The 2023/24 Local Government Finance Settlement is another single year settlement continuing to hamper longer-term financial planning.</p> <p>The Government had announced that the New Homes Bonus (NHB) scheme will be reviewed ahead of the 2024/25 LGFS.</p>	<ul style="list-style-type: none"> <li>• Circumstances change rendering planned cost reductions/additional income unachievable, including increasing inflationary pressures</li> <li>• Pay award settlements are higher than assumed on the MTFS.</li> <li>• Excessive numbers of staffing vacancies due to staff leaving for better paid jobs as cost of living crisis bites plus inability to recruit due to pay rates below market value</li> <li>• Other financial assumptions prove incorrect. Including significant income budgets and planned savings not being achieved.</li> <li>• Other organisations which provide significant contributions to the Council face their own funding pressures and may impose greater reductions than expected.</li> <li>• Economic conditions and market fluctuations cause changes at or before contract renewal.</li> <li>• Capital receipts not received as planned and capital resources insufficient to finance capital programme.</li> <li>• Business rates collected less than expected due for example to appeals being greater than the provision made and inflationary costs impacting on businesses' ability to pay, particularly as Covid support is reduced or withdrawn.</li> <li>• Business Rates baseline reset, as determined by the Fair Funding Review, does not enable the Council to retain business rates growth achieved prior to reset (estimate of £1.7m in 2022/23).</li> <li>• Future Spending Reviews and Autumn Statement(s) require further savings.</li> <li>• There are legislative changes that will result in changes to the Council's services such as the Environment Act and the Levelling Up and Regeneration Bill. At this stage it is not clear what the exact financial implications might be until further proposals are released by Government.</li> </ul>	<ul style="list-style-type: none"> <li>• Shortfall in resources both in year and following years.</li> <li>• Financial savings are not achieved; balances used more than planned.</li> <li>• Priorities and projects are not delivered.</li> <li>• Unplanned cuts necessary to services</li> <li>• Rushed decisions to find other savings</li> <li>• Staff unsettled and de-motivated.</li> <li>• Assets not fit for purpose</li> <li>• Satisfaction levels with the Council fall</li> <li>• The designated Section 151 officer, issues a Section 114 notice that it appears to them that the expenditure of the Council incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.</li> </ul>

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>Unallocated balance significantly exceeds minimum level of £3m - estimated £6.6m as at 31<sup>st</sup> March 2023.</p> <p>Earmarked reserves to meet potential fluctuations: Estimated Business Rate Retention reserve, Recycling Income reserve and Treasury Management.</p> <p>Regular Budgetary Control and monitoring processes.</p> <p>Council policy to not use New Homes Bonus to fund recurring base budget expenditure .</p> <p>Strategy to increase income including from commercial activity..</p> <p>Monitoring of investment counter-parties and returns on investments by Arlingclose, Treasury Advisors.</p>	<p>Revised budget setting process required to ensure that volatility and risk exposure is properly understood and managed</p> <p>The minimum level of balances to be kept under review in light of the increased volatility and uncertainty caused by inflationary and other cost pressures; and also reflecting the risks on delivering planned savings and the realisation of revenue benefits of a number of capital projects now becoming operational</p> <p>Working with partners and other organisations to identify potential issues with supply chains and gain greater intelligence on price and cost increases</p> <p>A clear strategy on meeting the projected funding shortfall estimated in the MTFS over the medium-term.</p> <p>Monitor financial viability of key contract partners and commercial property tenants.</p> <p>Participate in consultation on any proposals for changes to the Local Government Finance system.</p> <p>Monitor the disposal of assets against planned timescale for receipt of sale proceeds.</p> <p>Continue work on development of financial resilience indicators.</p>	<p>Corporate Director (SB) and Section 151 Officer</p>	<p>Cost reductions and income delivered on time and as budgeted.</p> <p>Setting a balanced base budget 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 targets.</p> <p>Budget variations reported in timely manner with explanation and action plan, as appropriate.</p>	<p>Monthly</p>	<p>Dec. 2022 – Provisional funding settlement for 2023/24 announced by Gov't</p> <p>Feb. 2023 – Full Council sets council tax and budgets for 2023/24</p>	<p>Budget and MTFS provide a balanced budget for 2022/23 with council tax at £189.63 (Band D) and a withdrawal from balances of £89K.</p> <p>For planning purposes council tax increases in future years are assumed minimum of 2%.</p> <p>Planned approach to addressing the estimated shortfalls across the period of the MTFS</p> <p>A refreshed Investment and Development Programme Steering Group established to consider all potential investments. A separate Capital Programme Board established</p> <p>Investment Evaluation Tool used to assess investment opportunities.</p>

**Economic Development – 2**

Risk rating: **B2** (B2 July 2021 and July 2022)

Cabinet Member Owner: Councillor Tom Cunningham

Management Board Owner – Corporate Director (DC)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Growth as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The impacts of Covid and ‘Brexit’ have combined with international market issues and international socio/political disruption to effect national and international supply chains and significantly increase inflation rates. This has impacted both in terms of cost as well as product availability and delivery timescales. This has caused considerable cost price inflation in several sectors, most noticeably on construction and transport costs, which has affected many businesses short and medium term plans. Coupled with recent increases in energy costs, businesses in several sectors are under intense pressure and the economy has recently gone into recession.</p> <p>The cost of living crisis is severely impacting residents and businesses in the District and a very difficult winter period is expected, Several sectors are being disrupted by strike or potential strike action and other sectors are continuing to find it difficult to recruit or retain staff.</p> <p>The Council’s ‘Plan for Growth’ was agreed by Cabinet in 2017. A revised draft Economic Strategy has been approved by Cabinet and has been subject to consultation with our local businesses before adoption in February.</p> <p>Most of the priorities in the Economic Strategy action plan require work with partners who may or may not have the same level of commitment to a project as BDC.</p> <p>The Council is expecting to receive funding from both the Shared Prosperity Fund and the Rural England Prosperity Funding but this is quite constrained and funding from other partners or government may not be available to support the action plan priorities. Existing or new funding channels may be re-directed or re-focussed to other parts of the UK in support of the governments Levelling Up agenda.</p> <p>UK departure from the EU may have a long term impact on the economy and business decision making.</p>	<p>Lack of investment in infrastructure prevents business growth and job creation.</p> <p>Widescale redundancies linked to particular sectors or businesses due to the impacts of Covid 19, Brexit, supply chain issues, cost price inflation and any potential recession.</p> <p>Shortage of required skills to meet the need of businesses in the District</p> <p>Businesses are not provided with the support necessary to support them through difficult times or to maximise opportunities for growth and development</p> <p>Increasing unemployment rate in the District</p> <p>Decreasing opportunities for education, training and apprenticeships with employers</p>	<ul style="list-style-type: none"> <li>• Reduction in jobs</li> <li>• Increase in resident reliance on Universal Credit and other benefits</li> <li>• Fewer business operating in the District</li> <li>• Fewer new businesses being created</li> <li>• Jobs left unfilled due to lack of skilled employees</li> <li>• Disinvestment by existing businesses</li> <li>• Less investment in infrastructure</li> <li>• Empty premises and lack of visitors to town centres</li> <li>• Businesses feel disengaged and cannot access support networks</li> <li>• Falling productivity rates in the District</li> <li>• Falling Gross Value Added (GVA) in the District</li> <li>• Loss of revenue / growth in business rates</li> <li>• Rising unemployment rates</li> <li>• Amount of business rates collected reduced</li> </ul>

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>Significant grant funding was able to be released during the covid 19 pandemic to support businesses.</p> <p>Strong working relationship with stakeholders, education providers and partner local authorities on projects, priorities and strategies.</p> <p>District Plan for Growth being reviewed and new Plan will be delivered in 2022/23 to set clear economic priorities.</p> <p>Braintree Education and Skills board has been established and will be reviewed as part of the Plan for Growth refresh.</p> <p>Strategic Business Engagement Strategy approved by members and is being implemented.</p> <p>Strong engagement with local businesses.</p> <p>“Locate Braintree District” inward investment website launched to promote Braintree as a place to live and locate businesses alongside the districts tourism offer and the VisitBraintreeDistrict website</p>	<p>Continuing to develop our relationship with key stakeholders to ensure shared goals and priorities are met</p> <p>Marketing and promotion of BDC/Partner business support services.</p> <p>Effective implementation of skills projects agreed by the Education and Skills Board</p> <p>Continue to provide appropriate levels of support to the Town Centre Partnership and other business led groups.</p> <p>Continue to source local and national funding sources which could provide grants for key projects</p> <p>Continuous review of business engagement programme, alongside the refresh of the Plan for Growth, to ensure it is meeting the requirements of businesses.</p> <p>Consultants to be appointed to refresh the NEEB strategy.</p>	<p>Corporate Director (DC)</p>	<p>Creation of new jobs</p> <p>New Business start-ups</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p> <p>Unemployment rate</p> <p>Business funding opportunities explored</p> <p>Empty commercial premises</p> <p>Readership of the Business Bulletin and other social media posts.</p> <p>Number of Apprenticeships</p>	<p>Quarterly</p>		<p>Newsletters, social media and Facebook continue to be used to reach out to local businesses alongside direct business visits.</p> <p>A programme of business support and engagement is being developed and delivered from the Plaza.</p> <p>A business needs survey has recently been completed to allow our business support offer to be tailored to the needs of local businesses.</p> <p>Working with skills stakeholders to deliver pathways to jobs in the District.</p> <p>Prepared a draft economic strategy which is being consulted on with businesses.</p>

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>The North Essex Economic Board is now well established and is completing the projects agreed with Covid grant funding on skills and business support. Most authorities have agreed to continue to collaborate on business support via the Shared Prosperity Fund (SPF) funding which has been awarded to each authority.</p> <p>Separately the partners of NEEB have also agreed to fund a new strategy and an action plan will be developed to help the authorities work together to deliver economic growth</p> <p>The governments Levelling Up agenda, and primarily the launch of the SPF and other funds such as the Levelling Up Fund, offer the Council an opportunity to bid for funding and spend allocated funds to support economic growth projects as identified within the refreshed Plan for Growth</p>		Corporate Director (DC)		Quarterly		Funding secured to deliver a North Essex economic strategy.

**Planning – 3**

Risk Ratings: **B2** (B2 July 2021 and July 2022)

Cabinet Member Owner: Councillor Mrs Gabrielle Spray

Management Board Owner – Corporate Director (DC)

Vulnerability	Trigger	Consequence
<p>Government policy continues to focus on the delivery of housing and the Council must deliver a substantially higher number of homes than it has previously. There is a requirement on the Council to show a deliverable 5 year supply of housing land at this new higher target and to pass a new Housing Delivery Test. At present whilst the Council is able to show it has substantially overachieved on the Housing Delivery Test, due to the backlog of houses not built at this level since the start of the Plan period it is unable to currently demonstrate a 5 year housing land supply, although the position is marginal.</p> <p>The publication of the Levelling Up and Regeneration Bill (May 2022) illustrates that considerable changes will be made to the planning system. Numerous consultations and legislation on the detail will need to take place before many of the proposals can be enacted and this will need to be carefully considered to judge the impact on Braintree District and its residents.</p> <p>Major sites in the Local Plan not coming forward in line with the projections previously supplied by the private owners/developers could lead to a shortfall in the Councils housing delivery in the next 5 years, or in the cases of the largest sites across the Plan period.</p> <p>The Council is now subject to 4 separate Nationally Significant Infrastructure Projects with a further 2 projects in the pipeline. These are major developments for the District with the potential to have extremely significant impacts on the residents, environment and infrastructure of the District. They are incredibly time consuming for officers to deal with and follow a set statutory timescale and formal process in their later stages. Dealing with these appropriately within existing resources is a major concern.</p>	<p>Government changes to national policies, guidance or methodologies which have implications for Plan or decision making and Council resource requirements.</p> <p>Land owners submitting speculative planning applications or speculative applications being approved by Planning Inspectors.</p> <p>Continued lack of 5 year housing land supply.</p> <p>Failure of the Council to pass the Housing Delivery Test when results are published each November.</p> <p>Council being notified of new NSIP projects and stages of consultation and engagement which it is not able to adequately resource.</p>	<ul style="list-style-type: none"> <li>• Council may have to approve planning applications on sites outside of those proposed in the Local Plan which would result in development which conflicts with the agreed spatial strategy</li> <li>• The Council failing to meet its requirements for housing need, including the needs for affordable housing.</li> <li>• Infrastructure requirements of new developments may not be sufficiently met.</li> <li>• Loss of appeals on planning applications for development on unallocated sites outside of development boundaries.</li> <li>• A presumption in favour of sustainable development may need to be implemented if the Council substantially failed the Housing Delivery Test.</li> <li>• The Council failing to meet its requirements for economic development land.</li> <li>• The Council is unable to engage as proactively as it would expect on major site proposals including NSIPs</li> </ul>



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>The Local Plan has been adopted which provides an up to date framework for growth within the District</p> <p>Strong communications Plan with all information published on the website and communicated to residents and stakeholders through social media, traditional media</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Good working relationships with key stakeholders in the District.</p> <p>Planning Performance Agreements (PPAs) are on major sites and NSIPs are being successful to secure resources to enable us to cover some staff costs and hire specialist consultees.</p> <p>Career grade roles, training and mentoring programme all in place to support less experienced planners gain experience and opportunities which has largely sheltered BDC from recruitment and retention issues that other local authorities have faced.</p>	<p>Matters for information and decision continue to be reported to the relevant committee or Full Council.</p> <p>Members forum to be introduced to allow early engagement by members</p> <p>Continue to hold regular meetings with developers, partners, and key stakeholders.</p> <p>Internal resources kept under review to ensure they are fit for purpose.</p> <p>Officers will maintain a watching brief on the governments proposed changes to the Plan making system through professional networks in order to assess the impact on the district and to consider whether any lobbying or other positions should be considered in response.</p>	<p>Corporate Director</p>	<p>Outcome of appeal decisions relating to non-allocated sites.</p> <p>Outcome of the Housing Delivery Test</p> <p>Development Management Performance Data</p>	<p>Quarterly</p>		<p>A series of SPD updates are underway which will support the delivery of a new Local Plan.</p> <p>Press releases and regular bulletins issued to inform residents of key decisions and key infrastructure facilities which have been secured.</p> <p>The Development Management team continues to perform well according to quarterly performance data.</p> <p>The implementation of the members forum in January following member training will improve member developer engagement in a transparent way.</p>

<p>The Development Management Improvement Plan has been completed.</p> <p>The Head of Economic Growth and Planning is the Chairman of the Essex Planning Officers Association, offering them the opportunity to engage in national debate and influence on planning issues.</p> <p>Strong and effective engagement in place between the Council and Essex County Council, as key infrastructure planning and delivery partner, both through senior officers and Cabinet Members.</p>						
--	--	--	--	--	--	--

## Community Resilience – 4

Risk Rating: **C2** (C2 July 2021 and July 2022)

Cabinet Member Owner: Councillor Frankie Ricci

Management Board Owners – Corporate Director (CR)

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<p>The community may not have the resilience to support itself and requires significant intervention. People are not able to support themselves, and inequalities prevent people from having the opportunities to live a good quality life.</p> <p>There are residents in the district living with food, child and food poverty, health inequalities, lack of skills and lower paid employment. This has been exacerbated by the pandemic and more recently through the cost of living issues. Risk areas around the price of fuel are having a larger impact due to the large and rural nature of the district. There is a higher reliance on private transport and a large number of properties with inefficient heating systems or not on gas.</p> <p>This, combined with the impact of welfare changes and the potential loss of significant roles in specific economic sectors, could have a further impact on those who are struggling financially.</p> <p>Mental and Emotional Health and Wellbeing decreases and there are an increasing number of people who suffer from mental health issues.</p> <p>Domestic Abuse charities report increased calls relating to domestic abuse. The new Domestic Abuse Act 2021 includes new duties for Councils.</p> <p>There is a growing population of older people, within the district and nationally, a proportion of whom will require public services.</p> <p>Charities have been affected financially and through restrictions around volunteers are unable to continue in the role that they have been in supporting communities over the last two years. This has had an impact on longer term volunteering. Informal volunteering has increased during the pandemic.</p> <p>Some people will have lost confidence and feel unable to go out shopping or to meet other people, decreasing their independence and increasing their social isolation and loneliness.</p> <p>People do not take opportunities to live an active lifestyle and are more susceptible to physical and mental health issues as a result.</p> <p>DHP allocations for 2022-23 have been reduced for all local authorities, including BDC which has seen a reduction of over 30% from the 2021-22 allocation to £174,853.</p>	<p>Demand for services from the Council and other public sector organisations increases which exceed our capacity to meet.</p> <p>Funding from the government to support duties reduces/ceases.</p> <p>The impact of higher unemployment and/or reduced hours of employment is not yet clear but is likely to impact on many Council services.</p>	<ul style="list-style-type: none"> <li>• Potential increase in people seeking the Council's assistance with problems.</li> <li>• Reduction in community confidence</li> <li>• Increased demand for temporary accommodation due to homelessness.</li> <li>• Increased demands on the Council's Services.</li> <li>• Increased health inequalities.</li> <li>• Increase in number of households in fuel poverty and increase in number of children in poverty.</li> <li>• People feel more socially isolated and lonely</li> <li>• People have an increased risk of suffering from physical or mental health issues</li> <li>• Charities are less able to support communities and there are less volunteers</li> <li>• Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.</li> </ul>

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>A Community Recovery Workstream has been a key theme in the COVID recovery plan. As this work stream is being completed, ongoing projects are being moved into business plans for ongoing delivery.</p> <p>Work with Braintree Halstead and Witham Citizens Advice and; Eastlight Community Housing; Dept. for Work and Pensions to assist those affected by income and welfare changes.</p> <p>Supporting residents to be healthy and live well working with a range of partners through the Livewell Boards and the Health and Wellbeing Panel.</p> <p>A Cost of Living Partnership group has been created to respond to emerging issues.</p>	<p>Ensure continued work with the Health and Wellbeing Panel and other partners to identify and respond to community needs.</p> <p>Regularly update on the Community Recovery Workstream through the Recovery Co-ordination Group which reports into Cabinet.</p> <p>Regular reviews of the impact the welfare changes are having on those affected by reforms and work with key partners.</p> <p>Support Community 360 to provide assistance to charities and community groups across the district.</p> <p>The Council is working with key partners to respond to the levelling up white paper and key missions. This will seek to tackle a number of highlighted vulnerabilities and triggers identified in the community resilience risk.</p>	<p>Corporate Director</p>	<p>Services able to meet the increased demand for services.</p> <p>Community confidence and resilience measures remains stable</p> <p>Customer satisfaction with their quality of life and place to live remains stable</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>	<p>Quarterly</p>		<ul style="list-style-type: none"> <li>• We have a Community Employment Support Officer who is working to support those with barriers to employment. Funded by DWP but embedded in BDC to ensure support can be given to those who most need it.</li> <li>• Schools engagement had been ongoing since the return following the pandemic to respond to any health &amp; wellbeing issues identified</li> <li>• Successful bids and implementation of move on accommodation via Next Steps Accommodation Programme to help those rough sleeping</li> </ul> <p>Community grants: - BDC's Councillors' Community Grant Fund Programme continues in 22/23.</p> <p>BDC Grant Funding continues to be provided to Community360 to help support the voluntary sector and also the Braintree, Halstead, Witham Citizen's Advice to provide advice.</p>

<p>Key partnerships exist across public sector and the community and voluntary sector to support community and population issues, including:</p> <ul style="list-style-type: none"> <li>• Community Safety Partnership</li> <li>• Health and Wellbeing Board</li> <li>• Local Cultural Education Partnership</li> </ul>					<p>The Braintree District and Eastlight Community Fund provides grants totalling approx. £100,000 annually to projects that help improve health and well-being, increase aspirations and opportunities, or develop skills through training.</p> <p>Our Health and Wellbeing Panel continues to deliver a range of projects to support people to LiveWell across the district, tackling priority areas of health. There are specific sub groups to deal with key issues, including:</p> <ul style="list-style-type: none"> <li>• Mental Health Forum</li> <li>• Dementia Action Alliance</li> <li>• Social Isolation and Loneliness Forum</li> <li>• Active Braintree Network</li> </ul> <p>Our Community Safety Partnership delivers an annual plan to respond to current and emerging priorities.</p> <p>Top-up from BDC funds of £77k to DHP to mitigate the reduction in government funding.</p>
---	--	--	--	--	---

**Service and Project Delivery – 5**

Risk Rating: **C2** (D2 July 2021, C2 July 2022)

Cabinet Member Owner: Councillor John McKee

Management Board Owner – Corporate Director (SB)

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 with the capacity and capability to deliver. With an aging workforce the Council has recognised the important challenges around workforce planning and talent management for the future.</p> <p>The ability of the organisation to be able to keep up with pay rate inflation could also impact on resources. Market rates paid by the private sector or other public sector organisations not within the national pay agreement may increase staff turnover, especially for those staff who are being more impacted by the cost-of-living crisis</p> <p>Current recruitment market is very difficult. This has been compounded by a move to hybrid working that has effectively widened the number of potential employing organisations to those looking for jobs as geographical location is less important than previously.</p> <p>Continued instability in the general socio-economic and political environment nationally and internationally limits our ability to plan and apply resource proactively. Potential disruptions to the international energy markets may impact on ability to deliver services through power shortages or restricted availability of fuel</p> <p>Health &amp; Safety - Breach in processes/ procedures leading to a health and safety or security incident (including an act of terrorism).</p> <p>We are increasingly reliant on the use of technology, particularly in a hybrid working environment. Whilst this increase offers significant opportunities to improve service delivery and communication, the impact that losing access to technology would have on the organisation has increased</p> <p>The Council has approved a number of significant projects. It is essential that there is the capability and capacity available to deliver.</p> <p>The Council works with several partners to either deliver services or address socio-economic and political issues. There is a risk of project or contract default with external partners given increased financial pressures and cost of living potential impact on participation.</p> <p>Financial resources are strained as a result of spiralling costs from supply chain and other inflationary pressures leading to service and project resources being eroded in real terms and unable to deliver on the outcomes originally expected.</p>	<p>Key people leave or are unavailable for work (small teams or specialist areas are most vulnerable).</p> <p>Competitive recruitment markets in a high inflationary period</p> <p>Major incidents requiring organisational capacity and resource.</p> <p>Technology systems unavailable for use for a prolonged period.</p> <p>Changes to senior leadership team, including CEO impacts on service and project delivery</p> <p>Service and project outcomes are less than originally expected</p> <p>Energy shortages across Europe due to combination of bad weather/disruption caused by international tensions.</p> <p>Health, Safety and Welfare Risk Management.</p> <p>Financial resilience of business, organisations, Voluntary and Community Sector (VCS) and other partners being impacted by increasing financial outgoings</p>	<ul style="list-style-type: none"> <li>• The organisation is stretched too far and resulting in service delivery failure</li> <li>• Mistakes made and corners cut</li> <li>• Customer satisfaction falls</li> <li>• Employees are disengaged and demotivated.</li> <li>• Loss of good people</li> <li>• Insufficient resource available to deliver services</li> <li>• Insufficient resources to deliver key projects</li> <li>• Future business plans and activities are predicated on the delivery of benefits of current projects – if projects do not deliver benefits as assumed there will be further strain on organisational capacity</li> <li>• Increased key person dependency</li> <li>• Loss of corporate memory</li> <li>• Failure to deliver Council’s priorities and Annual Plan</li> <li>• Remaining staff fail to cope</li> <li>• Change programmes difficult to implement</li> <li>• Actual or potential injury or loss of life.</li> <li>• Financial loss / impact on value of assets;</li> <li>• Reputational damage</li> <li>• Data loss</li> <li>• Unable to deliver on key priorities</li> </ul>

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>People Strategy and Workforce Development plans.</p> <p>Workforce planning and succession planning included in Business Plans.</p> <p>Enhanced staff support arrangements now in place</p> <p>Security policies – regularly reviewed and updated.</p> <p>Training/education in cyber security for users.</p> <p>Training programme for managers</p> <p>Disaster recovery plan: Emergency generator; Independent resilient network; Alternative accommodation identified – Town Hall</p> <p>Business continuity plans are in place for all services which are tested on a periodic basis through conducting planned exercise for senior managers.</p> <p>Regular server and workstation upgrades to ensure latest software versions are in use (reduces vulnerability to malware and viruses)</p> <p>Established Budget and Medium-Term Financial Strategy process</p> <p>Introduction of new Learning and Development software increasing quality of virtual training and better management oversight of mandatory and other training.</p>	<p>Agile and Flexible working approach developed and adopted – to both retain current staff and attract new staff. Also ensures business continuity as reduces reliance on single geographical location</p> <p>Agile and Flexible workforce also to provide some mitigation against ability to plan for major national and international incidents</p> <p>Market supplements being considered for key roles as they become vacant</p> <p>Consideration of other approaches to fill key roles, including working with partners/shared working</p> <p>Ensure that there is effective management and change control of all systems to minimise disruptions.</p> <p>Individual disaster recovery arrangements in place for all systems.</p> <p>Further development of the budget setting approach to keep all spending under review.</p>	<p>Corporate Director (SB)</p>	<p>Computer unavailability is minimised.</p> <p>Uninterrupted service delivery.</p> <p>No long term vacancies.</p>	<p>Quarterly</p>	<p>Business Plans produced December /January</p> <p>Annual Service Health and Safety Arrangements review.</p> <p>Annual Health, Safety and Welfare Policy review</p>	<p>Funding for the Strategic Investment Team agreed for a four-year period.</p> <p>Additional staffing resources agreed for Planning and Housing services.</p> <p>New Agile and Flexible Working project agreed and to be launched.</p> <p>Business Continuity Plans have been reviewed to assess contingencies for power outages</p>

<p>Corporate Health, Safety &amp; Welfare Policy in place. Roles and responsibilities clearly defined and reviewed by Management Board regularly. Risk profiling and risk audit of services undertaken with support of in-house Health and Safety advisor. Annual Service Health and Safety arrangements produced. Training and Health and safety KPI reporting monitored by Management Board.</p>	<p>Promotion of a positive Health, Safety and Welfare culture within the organisation. Ongoing review of HS&amp;W performance statistics by Management Board. Supervisory visits to monitor Safe Systems of work.</p>					
--	---	--	--	--	--	--



**Affordable Housing and Homelessness – 6**

Risk rating: **C2** (C2 July 2021 and July 2022)

Cabinet Member Owner: Councillor Kevin Bowers

Management Board Owner – Corporate Directors (DC & CR)

Vulnerability	Trigger	Consequence
<p><b>Affordable Housing</b>                      As Eastlight has developed most of the sites in its ownership, we are mainly reliant on market delivery of new homes to facilitate affordable housing provision. In the short-term (this year and possibly next) delivery of new affordable housing is likely to be very good but a downturn in the market could present a serious challenge.</p> <p>We rely heavily on mainstream new development and in the past few years have negotiated for a significant supply of new affordable homes.</p> <p>We have experienced an increase in the number of households making an application to join the housing register, with an accompanying increase in demand for medical and welfare assessments. Post-pandemic and cost-of-living pressures are perceived to be causing teams to be experiencing greater challenge from customers. This has an impact on officers.</p> <p><b>Homelessness</b>                      The Homelessness Reduction Act 2017(HRA) came into force in April 2018, it means the Council needs to assist more people, at an earlier stage if they are facing homelessness. The Housing Operations Team is being reviewed with a view to being more proactive and try to prevent homelessness through outreach, surgeries and identifying hotspots. Further strategic resource has been added to support the delivery of the Housing and Homelessness Strategies. Funding resources are in place, but unclear what demands will be on the service given the unprecedented situation as a result of the pandemic, cost of living and Ukraine.</p> <p>The impact of homelessness is being managed locally but relies on continuing funding of support services by Essex County Council. Compared to many other Essex LAs, we have good local provision, so any review of resources is likely to take resources away from the District.</p>	<p>Market downturn.</p> <p>Government intervenes to require higher proportions of starter homes or other reduced-cost tenures.</p> <p>Developers push back on the number of affordable homes required on developments.</p> <p>Cost of housing (labour and materials) rises making them unaffordable</p> <p>Government policy on planning permissions and reducing red tape may reduce our supply of affordable housing on new sites under new policies. It is also likely to lead to more office-to-flats conversions (Permitted Development Rights)</p> <p>Increase in homelessness presentations and households joining the Housing Register due to economic impact of the pandemic.</p> <p>If support funding was reduced or different access arrangements to supported housing schemes it could impact adversely on residents and increase costs to the Council.</p>	<ul style="list-style-type: none"> <li>• Affordable housing needs not met</li> <li>• Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through ‘Gateway to Homechoice’ choice based lettings scheme</li> <li>• Cost to the Council of providing temporary accommodation increase</li> <li>• Young people/key workers leave the district</li> <li>• Some housing associations withdraw from higher-risk accommodation, such as supported housing schemes</li> <li>• Inability to find suitable affordable accommodation for larger families</li> <li>• Unable to provide supported housing in particular for under 35’s, who will not receive enough benefit to cover the rent for self-contained accommodation.</li> <li>• Increased workload &amp; staff and temporary accommodation costs to manage increased demand for services.</li> <li>• Increased vacancy rates as officers identify less-stressful employment in other sectors and decide to leave, followed by difficulty recruiting experienced / suitable staff as demand for such staff increases.</li> </ul>

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>New Healthy Housing Strategy hoped to be adopted in 2023</p> <p>New Homelessness and Rough Sleeping Strategy adopted in 2018/19 being reviewed in 2023.</p> <p>Work with a range of housing associations to ensure that we can meet the varied needs of local residents and make sure we do not miss out on affordable housing opportunities.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p> <p>Working with other providers.</p> <p>Participating fully in work of 'Essex Prevents'; joint working with ECC to agree how we can prevent homelessness.</p> <p>Successful bid for 'Next Steps' funding for short and longer term accommodation costs associated with rough sleepers.</p> <p>Continued close working with Planning Policy and Development Management colleagues to support delivery of affordable homes.</p>	<p>Research and Development Team continues 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, supported by the Development Management team and policies contained within the Local Plan.</p> <p>Continue to review and implement actions in the Homelessness Strategy. This includes working with a wide range of partners including 'The Braintree District Homelessness Prevention Partnership'</p> <p>Review the Homelessness and Rough Sleeping Strategy by March 23.</p>	<p>Corporate Director</p>	<p>Local target for an average 100 dwellings per annum over a four year period.</p> <p>Maintaining a manageable number of temporary accommodation placements (under 50 at any one time)</p>	<p>Quarterly</p>		<p>Regular meetings with all housing associations with local development programmes.</p> <p>Re-negotiation of the percentage of vacancies available for cross-boundary moves and more frequent calculation of when vacancies can be restricted to the home local authority.</p> <p>Stat Nav data updated each year.</p> <p>417 New Affordable Homes completed in 2021/22 A minimum of 250 completions expected 2022/23, but likely to be more.</p> <p>Authority delegated to Cabinet Members for Housing and Finance and Corporate Transformation 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> <p>Secured 6 units (via Nacro) (shared facilities) of accommodation with support for rough sleepers/those at risk of rough sleeping (available from Feb 2022). A further 3 self-contained units (via Peabody) anticipated June 2023.</p>

						New Mental Health Navigator working with the Housing Teams in Braintree DC and Epping Forest DC to help support those at risk of rough sleeping. The original 1 year pilot now has funding for a further 3 years; this is a partnership project with Essex CC and Essex Partnership University Trust.
--	--	--	--	--	--	---

**Return on Investments – 7**

Risk Rating: **D2** (C2 July 2021, D2 July 2022)

Cabinet Member Owner: Councillor John McKee

Management Board Owner – Corporate Director (SB)

Vulnerability	Trigger	Consequence
<p>The Council has a Capital and Investment Strategy and Treasury Management Strategy which seeks to optimise use of available resources that includes a range of investment activity to achieve income and support the Council’s revenue account.</p> <p>The security of the money invested is paramount and investments are distinguished between the investment of monies available only in the short-term due to cashflow requirements and monies (core funds) which are available for investment over the medium to long-term.</p> <p>In recent years the Council has increased its overall exposure to property. Current economic conditions and changes in property requirement trends could impact on demand leading to increased voids and landlord costs.</p> <p>The economic climate makes the selection of a strong counterparty with which to invest, the selection of an asset, to purchase, and the tenant, to occupy and rent property, even more crucial.</p> <p>CIPFA Prudential Code and HM Treasury guidance on lending by the PWLB has reaffirmed view that local authorities should not be borrowing for the purposes of ‘investment for yield’.</p> <p>Potential vulnerability - commercial assets fail to meet the legal requirements on Energy Performance Certificates given changes to the EPC standards within the next 2 years</p>	<p>Failure of investment counterparty.</p> <p>Tenant ceases trading leading to void period and requirement to find a new tenant.</p> <p>Collapse in the equity market at a time when the Council needs to release money by selling the pooled funds.</p> <p>Funds are needed to be recalled at short notice.</p> <p>Market conditions are such that funds suspend dealing (i.e. stopping the purchase or selling of units/ shares in the fund)</p> <p>The purpose of borrowing from the PWLB is determined to be ‘invest for yield’.</p> <p>Significant property lease expiries</p>	<ul style="list-style-type: none"> <li>• Loss of the principal sum and / or interest due on investments of surplus monies</li> <li>• Loss of rental income and increased costs (e.g. unoccupied business rates)</li> <li>• Impact on the Council’s revenue account requiring unplanned service cuts and / or use of balances</li> <li>• Loss of access to loans from the PWLB: incurring penalty costs if repayment required and replacement borrowing from other sources likely to be at higher cost.</li> <li>• Decline in Council reputation</li> <li>• Property cannot be re-let without significant expenditure or maybe not at all</li> </ul>

**Risk: Emergency Planning – 8**Risk Rating: **D1** (C1 July 2021, D1 July 2022)

Cabinet Member Owner: Councillor Mrs Wendy Schmitt

Management Board Owner – Corporate Director (CR)

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<p>Braintree District Council has responsibilities under the Civil Contingencies Act (CCA) 2004 as a Category 1 responder: to plan for and respond to major emergencies working alongside the blue light services. Part 1 of CCA 2004 places legal obligations on emergency services and local authorities to assess the risk of, and plan and exercise for emergencies as well as undertake business continuity management. An approved Recovery Plan would improve the Council's ability to support the community following an incident.</p> <p>BDC does not have the resources to respond effectively to the Emergency and deliver services.</p> <p>The COVID pandemic has added an extra dimension as it cannot be responded to in the same way as previous emergency planning issues. This is due to the long-term nature and progression of the pandemic.</p>	<p>Emergency event both response and recovery</p> <p>New roles and legislative powers that require enactment and management</p>	<p>District Wide</p> <ul style="list-style-type: none"> <li>• Possible loss of life or serious harm or injury to residents and/or staff.</li> <li>• Loss of physical assets e.g., premises.</li> <li>• Ineffective response to an incident causes extended disruption.</li> <li>• Vulnerable residents at risk through lack of core service delivery.</li> <li>• Delays/perceived shortfall in Council's response in recovery phase.</li> </ul> <p>Council</p> <ul style="list-style-type: none"> <li>• Lack of preparedness results in the inability to identify and deliver key/critical services e.g., benefits, refuse collection, homelessness applications, food inspections, etc.</li> <li>• Increased short term demand for services e.g., housing - alternative accommodation, repairs, waste team clean-up operation.</li> <li>• Major impact on reputation if the Council is perceived to not provide an adequate response.</li> <li>• Council facing Public Inquiry – risk of cost, reputation and public trust.</li> <li>• Priorities and projects are not delivered.</li> <li>• Being found wanting at public inquiry.</li> </ul>

Actions/controls already in place	Required action/ management control	Responsibility for action	Critical success factors and KPI's	Review frequency	Key dates	Progress to date
<p>A robust, peer reviewed Emergency Plan has been developed.</p> <p>Communications &amp; Media plan.</p> <p>A Members Protocol has been produced setting out guidance for Members during an emergency.</p> <p>Mutual Aid – agreements are in place between authorities BDC is strengthening its procedures to receive Mutual Aid.</p> <p>Each service has to be resilient, through planned and tested procedures, to unexpected and potentially long-term challenges.</p> <p>Pandemic Flu Plan agreed.</p> <p>Active management of the residual COVID response at organisational and Essex Resilience Forum levels.</p> <p>Regular review of our response and adaptation of response if required.</p>	<p>Bi-yearly review of Emergency Plan.</p> <p>Bi-yearly review of Communications and Media Plan.</p> <p>Rest Centres plan – run an annual exercise.</p> <p>Continue to deliver training programme Dialogue with partner organisations.</p> <p>Services need to demonstrate the capability and capacity to manage excessive additional demand due the Council's responsibility for response and recovery under the CCA 2004, Housing Act. Local Government Act and other relevant legislation.</p> <p>Following Covid responses update Recovery Plan.</p> <p>Testing of dual emergency response – Exercise deferred due to the pandemic, now planned for 2023/24.</p>	<p>Corporate Director</p>	<p>Service and performance levels delivered as planned.</p>	<p>Annual</p>		<p>Training delivered: senior/tactical training, recovery training, loggist training, rest centre training; communications training.</p> <p>Peer reviewed training programme for staff involved at all levels, volunteers-tactical-strategic.</p> <p>New starters will have a requirement to assist in emergencies detailed in their role profiles.</p> <p>Active response in progress using command structures to COVID, Ukraine, Storm events, fire and public disorder events.</p>

**Risk: Information Management and Cyber Security – 9**

Risk Rating – **C2** (C2 July 2021 and July 2022)

Cabinet Member Owner: Councillor John McKee

Management Board Owner – Corporate Directors (SB and CR)

Vulnerability	Trigger	Consequence
<p>The Council has been responsive to technology and has used it to shape the way services are delivered, to drive efficiency and improve productivity.</p> <p>With the increased use of technology and larger amounts of information stored comes an increase of the impact created through cyber security threats.</p> <p>It is essential that customer’s information, much of which is sensitive, is kept safe and that the Council ensures business continuity through strong management of its information and systems.</p> <p>The impact of changes in Data Protection legislation potentially impacts our ability to carry out services effectively and creates significant extra work for staff.</p> <p>Increased reliance on technology, including remote working tools since more staff have been working from home.</p> <p>More staff and members are meeting virtually, introducing a new type of cyber security vulnerability.</p>	<p>Cyber attack Hacking Distributed Denial of service Phishing/Spear Phishing Ransomware Emerging threats</p> <p>Information Security or Data Breach incident.</p> <p>Loss of computer systems.</p> <p>Loss of access to physical or digital information through emergency incident.</p> <p>Staff do not manage data effectively.</p> <p>Intentional or accidental data loss.</p>	<ul style="list-style-type: none"> <li>• Loss of ability to deliver service/degradation in service.</li> <li>• Loss of reputation.</li> <li>• Enforcement from Information Commissioner’s Office with a potentially significant fines and reputational damage.</li> <li>• Inability to collect/payout money to customers.</li> <li>• Inability to share customer data with partners.</li> <li>• The Council cannot meet its requirements under the Data Protection legislation.</li> <li>• The Council is not able to adequately manage its information, which would then prevent it from being able to carry out services effectively.</li> <li>• Unplanned financial cost to the Council.</li> </ul>

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>Information security policies – regularly reviewed and updated</p> <p>External auditing and challenge on a regular basis against policies and systems as well as regular external penetration testing with action plans created</p> <p>Regular review of technical infrastructure, including firewalls, hardware and software</p> <p>PSN Compliance</p> <p>Training/education in cyber security for users</p> <p>Regular meetings of local, regional and national cyber-security groups to review all aspects of cyber-security</p> <p>Regular engagement with NCSC (National Cyber Security Centre) and use of cyber protection tools and services</p> <p>Regular meta-compliance checks for all employees and members</p> <p>Project Plan to deliver and ensure ongoing management of Data Protection legislation.</p> <p>Controls in place around the implementation of virtual meetings software and clear guidance for staff and members</p>	<p>Continued review of cyber security arrangements</p> <p>Raise awareness of information management and cyber security issues for all staff and members</p> <p>Review resourcing requirements around data protection and information management</p> <p>Targeted training</p> <p>Induction courses for new entrants</p> <p>Software kept up to date</p> <p>End of life hardware replaced as and when necessary</p> <p>Continue to keep abreast of cyber security issues and ensure that these are factored into BDC response.</p> <p>Obtain certification for Cyber Essentials+</p>	Corporate Director	<p>Up to date Reviews</p> <p>Year on year improvements</p> <p>Number of articles published/ seminars delivered</p> <p>Training demand met</p> <p>New entrants on induction within 2 weeks of joining</p>	Quarterly		<p>Project Plan to ensure ongoing management of Data Protection legislation.</p> <p>PSN compliance up to date 2022</p> <p>Regular attendance at Cyber Security summits/meetings at national level</p> <p>Online training available for all staff and part of the induction process</p> <p>Programme of updates in place for all software, hardware and infrastructure</p> <p>Regular vulnerability checks and internal and external penetration testing</p>



## Strategic Investment - 10

Risk rating **C2** (C2 July 2021 and July 2022)

Cabinet Member Owner: Councillor Kevin Bowers

Management Board Owner – Corporate Director (DC)

Vulnerability	Trigger	Consequence
<p>The District Investment Strategy targets capital investments to support infrastructure improvements, with particular emphasis on: improved healthcare facilities, enhanced town centres, increased employment and business opportunities, improved highways infrastructure.</p> <p>Investment intervention is also required to support residents in response to housing and population growth in the District.</p> <p>Such capital investments are subject to variations in market conditions both during the development of projects and their businesses cases and between business case sign off and project delivery/completion. These market conditions can impact on the cost and viability of projects.</p> <p>In particular the impacts of Covid, 'Brexit' and international market conditions on construction supply chains, as well as cost price inflation (including energy costs) have the potential to impact on the business case stated financial viability and sustainability of projects (including impacts on commercial rents and operational costs).</p> <p>Most of the identified investment opportunities require work with partners who may or may not have the same level of commitment to a project as BDC.</p> <p>Funding from other partners or government may not be available to support the action plan priorities.</p> <p>Failure to secure planning consent on development projects.</p> <p>Inadequate project management systems and processes lead to inconsistent decision making, failure to agree and delivery of priorities, under-utilisation of finite resources, weak cost control, over-reliance on external advice without proper challenge or consideration of the brief/scope/purpose.</p> <p>Macro-economic conditions with high inflation, and rising interest rates and cost of borrowing. Regulatory changes on Minimum Revenue Provision increasing revenue financing costs.</p> <p>Competition from large commercial development plans near Stansted.</p> <p>Rising yield expectations by institutional investors &amp; rising construction costs.</p>	<p>Lack of investment in infrastructure acts as a barrier to required housing growth and reduces opportunities for businesses to grow.</p> <p>Inability to secure prudential borrowing at preferential interest rates and the impact of the government's changes to PWLB accessibility removes potential capital funding route.</p> <p>Prolonged period (&gt;six months) of house price deflation.</p> <p>Prolonged period (&gt;12 months) of commercial rent deflation.</p> <p>Above inflation increase in construction costs.</p> <p>Projects undeliverable due to refusal of planning consent.</p> <p>Failure to sell/lease newly developed properties.</p> <p>Failure to clarify and agree core project and/or programme objectives, Critical Success Factors (CSF) or KPIs.</p> <p>Project failure or delay due to lack of stakeholder engagement.</p> <p>Movement in market conditions.</p>	<ul style="list-style-type: none"> <li>• Lack of infrastructure could inhibit delivery of Local Plan housing numbers</li> <li>• Approved schemes already in development may not achieve required financial return</li> <li>• Potential for existing businesses/jobs relocating outside of District</li> <li>• Fewer new businesses/jobs being created</li> <li>• Falling Gross Value Added (GVA) in the District</li> <li>• Loss of revenue growth in Council Tax and Business Rates</li> <li>• Unplanned and/or abortive expenditure</li> <li>• Dilution of support for programme</li> <li>• Public perception of Council spending and lack of effective control</li> <li>• Interest charges have to be charged to revenue rather than capitalized against projects</li> <li>• Revenue costs of projects developed but aborted not charged to capital and fall upon Council's budget.</li> <li>• Depressed land values</li> </ul>

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>District Investment reserve approved and ring-fenced.</p> <p>All investment opportunities rely on cost/value advice provided by expert third party specialists in support of business case development.</p> <p>All investment opportunities appraised via investment tool and/ or HMT Green Book appraisals</p> <p>Strong working relationship with Essex County Council, Haven Gateway, the South East Local Enterprise Partnership (LEP), Homes England on major projects and key priorities to support delivery and potential funding routes.</p> <p>Project engagement across relevant BDC teams (including Asset Management, Finance, Legal, Operations, Planning and Procurement) to ensure early engagement on scheme development to ensure end product delivers on objectives and is fit-for-purpose.</p> <p>Procurement of appropriate architects, cost and planning consultants secured for each scheme.</p> <p>Business case development with specialist external advice</p>	<p>Continual monitoring of costs and spend.</p> <p>Continued use of expert third parties to provide comprehensive cost estimates and advice of market trends.</p> <p>Consistent modelling to agreed financial parameters.</p> <p>Increased networking and promotion of BDC's investment aspirations with key external stakeholders and potential funders. Continue to source local and national funding resources which could provide grants for key projects.</p> <p>Implementation of timely, high-quality marketing strategies for all development projects.</p> <p>Early engagement with Planning Team and judicious use of the pre-application process.</p> <p>Increase organisational "maturity" and embed rigorous and consistently applied project and programme processes and reporting.</p> <p>Regular review of approved parameters and hurdle rates.</p> <p>Weighted NPV measure to reflect non-financial priorities.</p> <p>Independent evaluation of business case.</p>	<p>Chief Executive Corporate Director (DC)</p>	<p>Delivery of all projects approved via District Investment Strategy</p> <p>Delivery of all projects to budget and approved financial return</p> <p>Leverage of third party funding to support BDC capital projects</p> <p>New Business start-ups</p> <p>Sale/letting of new properties at approved levels and to approved timescales.</p> <p>Achievement of detailed planning consent first time, every time.</p> <p>CSF's &amp; KPI's: Jobs created; Spend in local economy; Business rates generated.</p>	<p>Quarterly</p>		<p>Consistent presentation of detailed costs to all BDC approval bodies. Joint-working with Finance Team to model financial impact of all opportunities.</p> <p>Procurement of expert commercial and property agents to advise on achievable values, marketing and sales rates.</p> <p>I-construct project complete. Horizon 120 infrastructure project delivered to time and budget. Construction of Horizon 120 enterprise centre project (the Plaza) progressing to budget and revised schedule. Manor Street project completed.. Maltings Lane and Witham Enterprise Units business cases progressing.</p>

**Climate Change – 11**

Risk Rating: **C2** (C2 July 2021)

Cabinet Member Owner: Councillor Mrs Wendy Schmitt

Management Board Owner – Corporate Director (CR)

Vulnerability	Trigger	Consequence
<p>'Climate change' refers to changes in the earth's climate that are caused by increasing levels of greenhouse gases such as carbon dioxide (CO<sub>2</sub>) in the atmosphere.</p> <p>Climate change adaptation describes measures that can be put into place to help us adapt the changes in our climate that are now inevitable. These changes range from increased temperatures and drought conditions to extreme weather events such as intense periods of rainfall and subsequent flash flooding.</p> <p>The Council has declared a "Climate Emergency" with an aim to make Braintree District Council activities, as far as practical, carbon neutral by 2030.</p> <p>Climate change will impact council services, from the buildings that we manage through to open spaces and our role in emergency planning, as well as impacting on Braintree district residents, particularly those who are most vulnerable.</p> <p>The services provided by the Council are reliant on access to all parts of the district by our vehicles and the ability of staff to travel to their place of work.</p> <p>Business Continuity plans are essential for the Council to be able to respond to the effect of climate change on our estate and our staff which impacts our services. This is combined with the potential increasing and changing demand for services including parks and landscapes, environmental health, community support, health and wellbeing, building control etc.</p> <p>The scale and degree of change required to meet net zero will require significant resources which the District Council will not be able to provide on its own. It will require a coordinated response from partners including Government to meet the challenge.</p>	<p>Increase in mean temperature</p> <p>Decrease in air quality</p> <p>Depletion of key resources including water</p> <p>Severe weather event(s) including drought, floods and gales.</p> <p>Failure to deliver 2030 carbon neutral target</p>	<ul style="list-style-type: none"> <li>• Failure to maintain/deliver services and an increased cost of delivering services</li> <li>• Increased financial costs for Council (due to insurance excesses/ pressures on service delivery)</li> <li>• Future Capital investment needed in alternative fuel infrastructure and vehicles</li> <li>• Reduction in resilience of the organisation</li> <li>• Reputation of Council damaged through failure to deliver services.</li> <li>• Failure to give local community leadership in preparing for climate change.</li> </ul>

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>Climate Local Strategy 2021 - 2030 in place and a number of actions being undertaken to reduce negative impact on climate from council services and assets as well as encouraging residents and businesses to reduce their impact on the climate. A Climate Change working group has been established. An action plan has been developed to ensure all Council functions and decision making is in line with the shift to carbon neutral by 2030. Emergency Plan considers climate related risks and our response to this type of emergency. The Climate Local Strategy has a number of actions in place to support the community to adapt to climate change. Business Continuity plan for the organisation to respond to risks Joint working with ECC who are also tackling Climate Change.</p>	<p>Climate Strategy has now been adopted.</p> <p>Continue to review Emergency Plan to consider emerging climate related issues and risks.</p> <p>Implement the outcomes from the Environment Bill – Expected during 2022.</p> <p>Climate Actions Performance reporting will be via Pentana system. Management Board to monitor outcomes and targets</p> <p>Annual performance report to be submitted</p>	<p>Corporate Director</p> <p>Sustainability Manager</p> <p>Sustainability Manager</p> <p>Management Board</p> <p>Head of Environment</p>	<p>New Climate Strategy and received by Council</p> <p>Publish Action Plan</p> <p>Delivery of objectives of Climate Change Strategy</p> <p>Carbon reporting (BEIS for District) Internal report for Council emission</p>	<p>Annual review</p>	<p>Sept 2023</p>	<p>Completed actions from the Climate Local Action Plan 2014 – 2018 (Feb 2021). Further details on achievement available</p> <p>Declared Climate Emergency July 2019</p> <p>Climate Change Working Group in place representing the Council, Businesses and Residents with academic support to develop the next Climate Local Strategy</p> <p>2 year Emergency Planning desktop exercise, concerning severe weather / emergency events, for BDC</p> <p>Officer group established to encourage waste reduction by staff and at council premises.</p> <p>To deliver against climate change strategy and action plan</p> <p>Full Council approval of monitoring plan and key targets</p> <p>Internal Climate Delivery Board established bringing all Senior Project Leads together to further the strategy</p> <p>First quarter formal reporting procedure followed (Sept 22)</p> <p>Annual Reporting template developed</p>

<b>Report Title:</b> Idox Contract Award	
<b>Report to:</b> Cabinet	
<b>Date:</b> 6 <sup>th</sup> February 2023	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2022/67
<b>Report Presented by:</b> Councillor John McKee, Cabinet Member for Finance and Corporate Transformation	
<b>Enquiries to:</b> Paul Reid, ICT & Facilities Manager <a href="mailto:paul.reid@braintree.gov.uk">paul.reid@braintree.gov.uk</a> Dean Fisk, Corporate Systems Manager <a href="mailto:dean.fisk@braintree.gov.uk">dean.fisk@braintree.gov.uk</a>	

## 1. Purpose of the Report

- 1.1 To seek approval to direct award the software licence, support and maintenance contract to the existing supplier Idox, following the conclusion of the successful procurement exercise. This will ensure Braintree District Council (the Council) are able to provide key corporate systems to staff and provide planning information to the public via the Councils website.

## 2. Recommendations

- 2.1 To agree the funding for a three year software licence, support and maintenance up to the value of £200,000, and
- 2.2 To delegate authority to the Corporate Director, Operational, for the award of the contract at the conclusion of the procurement exercise provided it is within the funding allocation set out in 2.1 above.

## 3. Summary of Issues

- 3.1 The Idox Software suite of software products used at the Council are fully embedded into existing working practices across a number of service areas and have been for a number of years. The idox software can be specifically broken down as follows:
- Uniform for Planning, Building Control, Environmental Health, Licensing, Asset Management and the Gazetteer for our corporate address database.
  - Uniform Enterprise for Planning and Environmental Health
  - Document Management System (DMS) used Corporately
  - Total Land Charges (TLC) for Land Charges
  - Public Access for Planning and Licensing
  - Mobile Applications for Planning
  - Cloud Connector Framework for Planning
  - Oracle database Licensing

- Unimap Web for enhanced spatial elements in Uniform

- 3.2 ICT are also in discussions with Building Control and Licensing who are considering further use and development of Idox by investing in Uniform Enterprise, Mobile Applications, and back scanning paper-based files to the Idox Document Management System to streamline their business processes.
- 3.3 Only Idox can provide the necessary software licensing, upgrades, support and maintenance for the existing systems in place and offer the appropriate technical consultancy required. Accordingly, the council is currently seeking to direct award through DAS Framework, which is available for public authorities to use. The Council is hoping to conclude this process by the end March 2023, with the Corporate Director, Operational, awarding the contract, if this process is successful.
- 3.4 The ICT staff in the Corporate Systems team have extensive knowledge and experience of the systems and provide in-house support to users including system development, project support, training, access reports, document templates and perform customer installable upgrades and patches.
- 3.5 Staff at the Council have a good knowledge and understanding of the system which has developed significantly since it was introduced. The Council have a number of “super users” that have attended system admin training along with other staff that have attended training on specific modules, document templates, mobile applications, uniform spatial and uniform enterprise.
- 3.6 The systems in place are a fully integrated suite of software products which integrate further with our Corporate GIS mapping system.
- 3.7 The Councils corporate LLPG of land and address data is held within the Uniform database and receives an annual gold level award for its accuracy and use within the Council.
- 3.8 Continuing the contract and relationship with Idox allows the Council to maintain existing processes and services to the Councils customers.

#### **4. Options**

##### **Option 1 – To complete the Procurement and to delegate the award the Contract**

- 4.1 Idox are currently providing the software licenses, support and maintenance on a 5-year contract which is due to end on 31 March 2023. It is essential for the Council to secure a further provision before the expiry of the current contract. A future contract that will support the Council to continue to make the best use of the systems available to it and benefit from the investment and development that has already been implemented. This is the recommended option.

## **Option 2 – Not complete the procurement or delegate the award the Contract**

- 4.2 The option of not completing the procurement exercise and not awarding the contract would mean the Council have a very short amount of time to seek an alternative suppliers through an alternative procurement exercise. The Council would not have software licences available to staff and be de-supported by the existing supplier.

### **5. Financial Implications**

- 5.1 The funding is within the current budget provisions.

### **6. Legal Implications**

- 6.1 The Council has followed the provisions set out within its Procurement Procedure Rules and all relevant legislation during this procurement process and will complete the procurement in accordance with these provisions.
- 6.2 The Contract permits the Council to place orders for additional licensing and system modules should there be a requirement to do so within the contract length subject to the undertaking of the relevant governance and budget approval process.

### **7. Equality and Diversity Implications**

- 7.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 7.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.