

Cabinet AGENDA

Monday, 12 March 2018 at 7:15 PM

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

THIS MEETING IS OPEN TO THE PUBLIC
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Members of the Cabinet are requested to attend this meeting to transact the business set out in the Agenda.

Membership:-

Portfolio

Leader of the Council	Councillor G Butland (Chairman)
Environment and Place	Councillor Mrs W Schmitt (Deputy Leader of the Council) Councillor R van Dulken
Planning and Housing	Councillor Mrs L Bowers-Flint Councillor Mrs G Spray
Economic Development	Councillor T Cunningham Councillor K Bowers
Health and Communities	Councillor P Tattersley Councillor F Ricci
Finance and Performance	Councillor D Bebb
Corporate Services and Asset Management	Councillor J McKee

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

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

A WRIGHT
Chief Executive

INFORMATION FOR MEMBERS - DECLARATIONS OF INTERESTS

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

Any member with a Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest must declare the nature of their interest in accordance with the Code of Conduct. Members must not participate in any discussion of the matter in which they have declared a Disclosable Pecuniary Interest or other Pecuniary Interest or participate in any vote, or further vote, taken on the matter at the meeting. In addition, the Member must withdraw from the chamber where the meeting considering the business is being held unless the Member has received a dispensation from the Monitoring Officer.

Question Time

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

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

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

AGENDA

No	Title and Purpose of Report	Pages
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 5th February 2018 (copy previously circulated).	
4	Public Question Time (See paragraph above)	
5	OVERALL CORPORATE STRATEGY AND DIRECTION	
5a	Leader's Update The Leader of the Council to give a brief update on key issues and activities.	
5b	Annual Plan 2018-19	5 - 16
6	FINANCE AND PERFORMANCE	
6a	Third Quarter Performance Management Report 2017-18	17 - 46
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7a	Annual Report for Corporate Health & Safety	47- 57

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8a	Emergency Planning Annual Report	83 - 88
8b	North Essex Parking Partnership – New Service Level Agreement for Off-Street Parking Management and Enforcement within the Braintree District	89 - 97
8c	Adoption of New Powers to Control Littering	98 - 103
9	PLANNING AND HOUSING	
9a	Open Spaces Supplementary Planning Document Open Spaces Action Plan	104 - 109
10	REPORTS/ DELEGATED DECISIONS/MINUTES TO BE NOTED	
10a	Cabinet Member Decisions made under Delegated Powers	110 - 112
11	URGENT BUSINESS AUTHORISED BY THE CHAIRMAN	
12	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.	
	At the date of publication there are no items of business for private session.	

Annual Plan 2018-19		Agenda No:5b
Portfolio	Overall Strategy and Direction	
Corporate Outcome:	Delivering better outcomes for residents and businesses and reducing costs to taxpayers	
Report presented by:	Councillor Graham Butland, Leader of the Council	
Report prepared by:	Andy Wright, Chief Executive	
Background Papers:	Public Report	
Annual Plan 2018-19	Key Decision: Yes	
Executive Summary:		
<p>The Annual Plan sets out our actions and performance targets for 2018/19. These actions and targets will support the Corporate Strategy 2016 – 2020, which was agreed in February 2016. The actions and performance targets are aligned to each of our corporate strategy themes:</p> <ul style="list-style-type: none">• Environment and Place• Strategic Growth and Infrastructure• Economic Development• Health and Communities• Finance and Performance• Overall Strategy and Direction <p>Progress made against these actions and targets will be reported to Cabinet quarterly.</p> <p>This year the Council has signed up to the “The Future of Essex” which a vision shared by more than 100 Partners all dedicated to improving the County over the next 18 years. Throughout the Annual Plan document we have marked those projects that are supporting the vision with an E.</p>		
Decision		
To approve the Annual Plan 2018/19.		
Purpose of Decision:		
To agree the Council's key priorities and actions for 2018/19.		

Any Corporate implications in relation to the following should be explained in detail	
Financial:	The projects in the Annual Plan have been considered as part of the annual budget setting process and budgets were approved in February 2018. Each project will have its own budget which will be monitored as part of the project management process. Budget issues will also be reviewed as part of the quarterly reporting process.
Legal:	As part of the project management process for each project, there will be an assessment of the legal implications.
Safeguarding	Any safeguarding concerns will be assessed in the planning for each project.
Equalities/Diversity	An equalities impact assessment will be completed for each relevant project.
Customer Impact:	Customer Impact will be considered in the planning for each project.
Environment and Climate Change:	The Environment and Place priorities have a number of actions which seek to protect our environment. Further information on this is available in our Corporate Strategy.
Consultation/Community Engagement:	Consultation has been carried out as part of the budget setting process and will be carried out as part of the planning for individual projects where required.
Risks:	If the annual plan priorities are not endorsed, then there will be no basis for a work programme to deliver the corporate priorities. Risk assessments are carried out as part of the project planning and business planning process. These are considered at a service level and at a management board level. Portfolio holders will also consider strategic risks, which may arise from or affect the delivery of the annual plan priorities and performance targets.
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Annual Plan

2018/19

Our plans
for the District



Welcome to Braintree District Council's Plan for 2018/19

In what is the biggest shake up of local government funding, our central funding for council services will whittle away to nothing by 2020. That's a cliff edge we cannot tip over. The financial pressures we are under are the catalyst for change but they aren't the driver. The driver is and has always been making life easier for our residents and improving the services they rely on.

That is why we are working hard to work smarter, to think more commercially and to invest in your future in areas which otherwise wouldn't see investment - health and homes, journeys and jobs - while also giving us a good return on investment that we can continually plough back into the community.


This document will show you some of the projects we are working on. You will be able to see that local government is about more than bins: it's about life chances. Our staff and your local councillors get involved in local government to make lives better.

We are working with others too. This year we signed up to The Future of Essex which is a vision shared by more than 100 partners, all dedicated to improving the county over the next 18 years and helping to:

1. Unite behind a sense of identity
2. Enjoy life long into old age
3. Provide an equal foundation for every child
4. Strengthen communities through participation
5. Develop our county sustainably
6. Connect us to each other and the world
7. Share prosperity with everyone.

Throughout this document you will find reference as to how we are supporting this vision marked with **E**.

You can also find out more here: www.essexfuture.org.uk



Councillor Graham Butland
Leader of Braintree District Council



Andy Wright
Chief Executive



Environment and Place

Vision/Outcome

A sustainable environment and a great place to live, work and play.

To support this in 2017/18 we have:

- Installed fencing and bollards to nine open spaces across the District, protecting them from unauthorised access including illegal encampments
- Organised energy switching schemes throughout the year for both residents and businesses, providing cheaper energy tariffs with an average saving of £125 per household
- Installed a fast electric car charger at Causeway House
- Provided two new narrow track refuse vehicles for waste collections helping us to collect from hard to access roads
- Delivered a cost saving of £35k by maintaining the suspension of the green waste collection service over the winter period
- Introduced a trial kerbside textile recycling collection service to approximately 8,000 households (excluding flats) in Halstead, Coggeshall and Feering
- Increased the numbers of compost bins sold in the District, helping waste minimisation
- Delivered a grounds maintenance service to 40 local schools, academies, leisure centres and parish councils
- Achieved 38 awards from the Essex Playing Field Association (including 10 gold, 15 silver and 13 Merit awards) for the standard and quality of the Council's play areas
- Launched the #CrimeNotToCare campaign to tackle fly tipping across Essex
- Won Gold for Best Medium Sized Park for Halstead Public Gardens in the Anglia in Bloom awards
- Joined forces with environmental charity Keep Britain Tidy to launch the 'We're watching you' campaign to reduce dog fouling by thoughtless dog walkers
- Provided a seven day cleaning programme in Town Centres including litter picking, bin emptying and sweeping.

In 2018/19 we will:

Minimise waste

- Continue to support the Essex Waste Management Partnership to reduce waste and increase recycling and participate in countywide campaigns
- Work with other Essex Councils and the University of Essex to better understand people's attitudes towards waste and recycling
- Offer our commercial customers a more tailored refuse and recycling service that will help them reduce, re-use and recycle their waste



Maintain green spaces

- Continue to protect our larger open spaces from illegal encampments by installing perimeter fencing and lockable bollards to prevent disruption and inconvenience to local residents

Reduce energy consumption and carbon emissions

- Develop an improved low tariff energy switching scheme for both residents and businesses in the District, improving the customer experience and offering additional benefits and improved rates for residents on pre-paid meters
- Increase the electric car charging infrastructure by installing chargers at the three leisure centres across the District
- Upgrade the lighting in our car parks with new energy efficient LED lights to reduce costs and benefit the environment

Keep the District clean and tidy

- Trial the use of Compaction bins in Braintree Town Centre to see if they offer better value for money for the taxpayer
- Continue to maintain a focus on investigating and enforcing littering, dog fouling and fly tipping to help keep the District looking clean and tidy
- Run a car litter campaign to reduce litter and raise awareness of the increase in fines.





Strategic Growth and Infrastructure

Vision/Outcome

A well connected and growing district with high quality homes and infrastructure.

To support this in 2017/18 we have:

- Submitted the Draft Local Plan to Government for examination
- Granted planning permission for over 1,800 dwellings supporting the delivery of much needed housing across the District
- Enabled the delivery of 130 affordable homes across the District
- Continued to lobby Network Rail to improve the rail services for the District
- Secured £4.95m of Government funding towards new slip roads linking the A120 with Millennium way
- Consulted with businesses and residents over plans for two Garden Communities
- Completed due diligence and indicative financial model for setting up a Housing Development Company
- Helped over 250 households who faced homelessness.



In 2018/19 we will:

Develop a Local Plan

- Complete the examination and adoption of the Local Plan

Increasing the number of homes

- Continue to work on the development of Garden Communities to provide housing, employment and supporting infrastructure to address our long term housing and community needs
- Set up a Housing Development Company to deliver new mixed tenure homes across the District
- Secure planning consent to deliver new homes in Braintree Town Centre as part of the Manor Street Regeneration Project

Affordable Housing

- Provide 100 affordable homes across the District

Support sustainable transport and infrastructure links

- Continue to work with partner agencies to drive forward improvements to the Braintree and Witham Rail link
- Work with Essex County Council to deliver an improvement scheme at Springwood Drive roundabout and Panfield Lane to reduce congestion
- Progress the delivery of new slip roads linking the A120 to Millennium Way to alleviate the congestion at Galley's Corner.





Economic Development

Vision/Outcome

A prosperous district that attracts business growth and provides high quality employment opportunities

To support this in 2017/18 we have:

- Delivered a package of business engagement events providing advice and support to businesses across the District
- Established the employment and skills board to address educational attainment and employment skills needs within the District
- Published detailed guides and held events with businesses to raise awareness of the Apprenticeship Levy
- Delivered a business hub on the Premdor site in Sible Hedingham
- Developed a vision for the regeneration of the land to the rear of Braintree Town Hall to enhance the appeal of the Town Centre to visitors
- Launched the Grape and Grain Trail at the Essex Festival of Food and Drink enabling visitors to sample wines, beers and spirits from the finest local producers

- Hosted an enrichment day attended by over 30 apprentices from across Essex, providing them with the opportunity to learn new skills ready for the world of work
- Secured planning consent and started on site to deliver four new grow on units at Braintree Enterprise Centre



In 2018/19 we will:

Provide employment sites and premises

- Complete the acquisition of strategic employment land at Great Notley providing additional sites to support business growth
- Complete the construction of four new high quality grow-on units at the Braintree Enterprise Centre

Provide support to help businesses start and grow

- Develop our business engagement service, supporting businesses to grow and develop
- Work in partnership with Essex County Council and the Haven Gateway to secure grant funding to support the delivery of a Construction Innovation Centre

Develop educational attainment and skills

- Work with the Braintree Education and Skills board to broker stronger engagement between education providers and businesses to provide a workforce that meets employers' needs

Support our economy

- Commence work on the regeneration of Braintree Town Centre enhancing the appeal of the town to residents and visitors
- Continue to work in partnership with key community partners to deliver the regeneration schemes in Witham and Halstead
- Support businesses and increase tourism by launching the 'Visit Braintree' website to highlight key events and attractions across the District
- Create an event that celebrates the 90 year anniversary of the opening of the Braintree Town Hall which will enhance the heritage & commercial offer of the Town Hall

Secure broadband links

- Promote high speed and reliable broadband across the District through the support of phase 4 of the Superfast Essex rollout.





Health and Communities

Vision/Outcome

Residents live well in healthy and resilient communities where residents feel supported.

To support this in 2017/18 we have:

- Installed state of the art disability access hoists at Halstead and Braintree swimming pools to enable easy access in and out of the water for individuals with reduced mobility
- Replaced the artificial surface at Witham Sports Ground
- Refurbished the safety surfacing in play areas at Clare Road, Twelve Acres, Riverside, Panners Bridge, Chelmer Road and Meadowside Braintree
- Held a Community Awards event to recognise the contribution volunteers make to our District
- Delivered a range of 'agewell' activities across the District encouraging inactive over 60's to become active again
- Awarded over 80 grants through the Councillors' Community Grant Scheme
- Delivery of the Livewell Keep Safe event in Witham which 56 people attended and received information and advice from a variety of organisations, and participated in seated exercise and a tea dance
- Set up dementia friendly swimming sessions in partnership with Fusion and Sport for Confidence
- Developed a Young People's on line forum and website in partnership with students from Braintree College to engage with young people and seek their views across a range of topics
- Successfully developed a Livewell website for all local authorities across Essex providing residents with everything they need to know about local health initiatives and activities in Essex
- Successfully rolled out the Livewell brand which has been adopted by Essex County Council
- Delivered a range of fun events and educational interventions on exercise and diet in to 10 schools to enable the pupils and their families to make lifestyle changes helping them to live well
- Negotiated a new funding agreement with the Braintree Museum Trust, enabling the Trust to manage the Councils museum services.

In 2018/19 we will:

Support residents to be healthy and live well

- Ensure the football pitches on the Deanery Gardens sports ground and the rugby pitch on King George V playing field are in year round good condition through the installation of a piped drainage system
- Continue to invest in our recreational open spaces by enhancing the play equipment at Meadowside and Twelve Acres, Braintree
- Continue to deliver the Livewell child project, working with families with young children providing support and advice on nutrition and healthy activities
- Introduce a new programme to encourage junior school children to be more healthy, looking at fitness and eating in a fun and informative way
- Provide children and parents with activities which gets them to explore the green areas in our three main towns whilst increasing their activity levels during the school holidays
- Improve the outdoor playing experience at Halstead Leisure Centre by installing a new 3G surface
- Understand the range of services available to improve mental health and support early interventions for those residents with mental health issues, identifying any areas for improvement.

Protect the vulnerable

- Implement a winter warmth campaign providing advice on improving energy efficiency,

helping vulnerable residents stay warm during the winter months

- Improve the handyperson scheme by expanding the service to help disabled and frail residents lead more independent lives
- Raise awareness of child exploitation amongst the business community and licensed trades through the use of the 'Spot It, Stop It' campaign

Improving services to meet the needs of the older people in the District

- Work with Mid Essex Clinical Commissioning Group to see how Braintree District Council can be part of the Home First Programme which ensures residents recuperate in the best environment after receiving hospital treatment
- Identify and provide opportunities that would benefit those with dementia and their carers through the Braintree District Dementia Alliance and engagement with those living with dementia and their carers

Encourage Independent and resilient communities

- Support community groups to deliver local projects and activities through the Councillors' Community Grant Scheme
- Work with partners across the community to raise awareness and reduce the impact of social isolation and loneliness.





Finance and Performance

Vision/Outcome

A high performing organisation that delivers excellent and value for money services.

To support this in 2017/18 we have:

- Implemented a new discretionary business rate relief scheme aimed at helping businesses that have had a sharp increase in their business rates following the 2017 revaluation
- Successfully transitioned our ICT service to an in-house model which has improved customer satisfaction and reduced costs of the service
- Launched the 'do it online' campaign to promote digital services
- Achieved the Customer Service Excellence Standard for the third year in a row recognising the high standard of customer service provided
- Launched the 'tell me more' email service for residents to receive information that really matters to them, stay informed and have access to the growing range of services and information available online
- Published the Digital Strategy, setting out the vision for digital services over the next four years
- Increased the limit on the amount that can be invested in Pooled Funds from £15m to £20m
- Acquired industrial investment at 15 Springwood Drive, Braintree
- Received a 'highly commended' for Innovation at a leading local government awards ceremony.
- Provided over 100 Community Priced weddings at the Town Hall
- Maintained high customer satisfaction levels
- Achieved planned savings of £877k through reducing costs and increasing income.



In 2018/19 we will:

Review our services and processes to ensure they continue to provide value for money

- Review our waste service, identifying ways to manage the impact of District growth on the future cost of the service
- Review options to secure a sustainable future for our Community Transport service
- Ensure that our Housing service is resilient to respond to the new demands placed on it through the Homelessness Reduction Act

Strengthen the councils financial independence

- Develop our commercial programme to generate income that can be reinvested in front line services
- Identify and progress investment opportunities that support us to deliver our corporate strategy whilst providing a return on investment to strengthen our financial independence
- Ensure the 2017/18 accounts are produced, audited and published by the 31st July 2018

Improve performance in services that are a priority for customers

- Improve customer focused services by delivering a programme of continuous improvement to achieve the Customer Service Excellence Standard
- Prepare the organisation for the changes in data protection legislation due to commence 25th May 2018

Improve access to services through the use of technology

- Develop our online booking and payment systems enabling residents to book and pay for more services through our website
- Improve our mobile working technology to allow our staff to be more flexible and customer focussed
- Continue to respond to emerging cyber security threats, protecting our network and information by regularly reviewing our approach and training
- Introduce in-cab technology into our street scene vehicles to improve the efficiency of the service.





Overall strategy and direction

Vision/Outcome

Delivering better outcomes for residents and businesses and reducing costs to taxpayers.

2017/18 we have:

- Contributed towards the consultation on the preferred routes for the A120 and widening of the A12
- Continued to work in partnership to provide modern health care facilities in Witham, Sible Hedingham and Braintree
- Granted outline planning consent for Braintree Enterprise Centre for construction of four commercial grow on units
- Completed the due diligence and indicative financial model for the Housing Development Company, enabling this to move forward in 2018
- Submitted 3 bids totalling £28.7m under the Housing Infrastructure Fund
- Published our 'Plan for Growth' setting out how we will deliver growth and prosperity to the District over the next 5 years.



In 2018/19 we will:

Work with Councils, other public bodies and the private sector across Essex, to achieve greater local control of decisions to enable us to deliver better outcomes for residents, businesses and customers

Continue to develop our strategic partnerships with public, private and voluntary organisations to provide excellent and cost effective services

- Work effectively with our partners to deliver the Essex Vision to give communities, groups and businesses in Essex a way to collaborate in planning their future, recognising the collective power of Essex as a whole
- Ensure that Braintree District Council is financially sustainable and fit for the future by delivering a balanced budget and becoming financially independent by 2020, whilst ensuring we remain a resilient organisation providing effective frontline services through smarter working

- Deliver projects under the **District Investment Strategy** to achieve better outcomes for the District and a return for the taxpayers' purse by:
 - Working in partnership to improve **health** provision across the District
 - Facilitating the need for housing by providing **homes** and supporting infrastructure
 - Improving our most congested roads and **journeys** across the District
 - Planning for growth by providing 9,000 **jobs** by 2026 by delivering increased opportunities for new businesses and employment
 - Delivering investment opportunities that support growth and provide a return for the District Council
- Work with partner authorities (Tendring District Council, Colchester Borough Council and Essex County Council) and other public and private sector organisations to plan for and enable sustainable growth in homes and jobs in the north Essex area
- Support Essex County Council in the management and operation of the Country Park to enhance the visitor experience, making full use of the leisure, recreational and natural facilities the park has to offer.





Measuring Success

In addition to the projects and actions described in this annual plan, we also measure these indicators which focus on some of our broader priorities.

Description	Target 2017/2018	Estimated Outturn 2017/2018	Target 2018/2019
Environment and Place			
The percentage of land that falls below cleanliness standards for litter	6%	5%	6%
Percentage of household waste sent for reuse, recycling and composting	60%	53%	60%
Tonnage of household waste not recycled	430kgs	442kgs	430kgs
The percentage of accessible non-hazardous fly tips on public land cleared within 24 hours of being reported	100%	100%	100%
Number of fuel poverty and domestic energy reduction installations carried out	300	TBC	350
Strategic Growth and Infrastructure			
Number of affordable homes delivered**	130	120	100
Number of homes granted planning permission	845	1800	845
Health and Communities			
Average waiting time for applicants on the Disabled Facilities Grant (calculated in days from point of referral to approval).	New Indicator	84 Days	75 Days
Achieve a 2% increase on the contract baseline in participation levels across all our sports centres	923,655	926,040	942,128
Achieve at least a 1% increase in adults being active for 150 minutes per week***	New Indicator	57%	58%

Description	Target 2017/2018	Estimated Outturn 2017/2018	Target 2018/2019
Finance and Performance			
Average call answer time in the Customer Service Centre	15 seconds	13 seconds	15 seconds
Time taken to process housing benefit/Council tax support new claims	18 days	19 days	22 days
Time taken to process housing benefit claim changes	6 days	5.5 days	6 days
Percentage of stage 1 complaints responded to within target	90%	92%	90%
Collection rate for			
• Council Tax	98.2%	98.5%	98.3%
• Business Rates	98.3%	98.6%	98.6%
Percentage of invoices paid within 30 days of receipt	99%	99.25%	99.25%

** The number of affordable homes delivered is targeted at providing 400 affordable homes over a four year period.

*** The outturn figures will be provided by Sport England Active Lives Survey



Comments and Feedback

We always welcome comments, suggestions and feedback (critical or otherwise) on our plans and improvements and in the way that we write our documents and communicate them.

- You can e-mail our Customer Service Centre at **csc@braintree.gov.uk** or complete our feedback form on our website at **www.braintree.gov.uk/feedback**
- You can drop written comments off at one of our main offices: Braintree – Causeway House, Halstead Library or Witham Library
- You can telephone our Customer Service Centre on **01376 552525**
- You can speak to your local Councillor who will be able to pass your comments back if you wish. Contact details for your Councillor can be found on our website: **www.braintree.gov.uk/councillors**



Third Quarter Performance Management Report 2017/18		Agenda No:6a
Portfolio	Finance and Performance	
Corporate Outcome:	A high performing organisation that delivers excellent and value for money services	
Report presented by:	Councillor David Bebb, Cabinet Member for Finance and Performance	
Report prepared by:	Tracey Headford – Performance and Improvement Manager	
Background Papers:	Public Report	
Third Quarter Performance Management Report 2017/18	Key Decision: No	
Executive Summary:		
<p>The purpose of the attached report is to summarise the performance of the Council at the end of the third quarter (October 2017 to December 2017).</p> <p>As at the end of the third quarter, 17 projects have been completed and a further 42 projects are on track and progressing well.</p> <p>13 performance indicators have achieved or exceeded target, one has missed target by less than 5% and five have missed target by more than 5%.</p> <p>The performance indicator that has missed target by less than 5% relates to the collection rate for Business Rates which is less than half a percent off target and expected to be achieved by the end of the year.</p> <p>The performance indicators that have missed target by more than 5% are in relation to the number of affordable homes delivered in the quarter, visits to our leisure facilities which includes participation levels for the under 16's, the number of passenger journeys on the community transport scheme and the time taken to process housing benefit/council tax benefit new claims. Explanations for under-performance are detailed in the report.</p>		
Financial Performance		
<p>This part of the report provides an updated review of the financial position for the year. It examines the latest forecast for spending on day-to-day service provision compared to the budget for the year. Also included is a summary of treasury management activities; projected movements on the General Fund balance; and a summary of spending to date on capital investment projects.</p>		

Summary Financial Position at Quarter 3

- An overall positive variance for the year of £230,000 (1.6%) is projected against the budget.
- Income is projected to be overachieved by £453,000; with an overall overspend of £223,000 forecast on Staffing and Other Expenditure.
- The current position represents an overall improvement of £124,000 from that reported at Q2, after allowing for a budget virement of £300,000 agreed by Full Council to set aside some of the additional planning fee income received towards a provision for possible future appeal costs.
- A number of the in-year variances are expected to be on-going and have therefore, been included in the budget proposals for 2018/19 to be considered by Full Council in February 2018.

For a detailed explanation of the financial performance, please refer to page 18 onwards of the full report.

Decision

To note and endorse the report.

Purpose of Decision:

To inform the Cabinet of the performance of the Council.

Any Corporate implications in relation to the following should be explained in detail	
Financial:	An assessment of the Council's financial position against the agreed budget for the year is provided and is based on income and expenditure during the year.
Legal:	There are no legal issues raised by this report.
Safeguarding	There are no safeguarding issues raised by this report.
Equalities/Diversity	Equalities and diversity issues are considered fully in the Council's key projects, where appropriate.
Customer Impact:	Performance of front line services, including Customer Services, Housing Benefits and Planning, for the quarter is provided. A summary of complaints received each quarter is analysed by outcome (justified, partially justified or not justified) is provided.
Environment and Climate Change:	The report provides details of progress in the delivery of the Council's key projects. This will include supporting residents and businesses in lowering the cost of their energy bills and energy consumption , anti-litter campaigns, expansion of our recycling service and campaigns encouraging recycling.
Consultation/Community Engagement:	Consultation is considered fully in the Council's key projects, as appropriate.
Risks:	Risks regarding the assumptions used in determining the predicted financial outturn for the year are identified.
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Designation:	Performance and Improvement Manager
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THIRD QUARTER PERFORMANCE MANAGEMENT REPORT

1st October to 31st December 2017



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Section 1: Introduction and Summary






Purpose of the Report

The purpose of the report is to demonstrate the performance of the Council at the end of the third quarter in relation to the publication of the 'Annual Plan 2017/18'. This sets out the key activities and measures used to check our performance for the year and along with the Corporate Strategy 2016-20 sets out the priorities we are working towards. Further detail is given in relation to a set of business performance indicators covering finances, customer focus, our people and health and safety.






This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering what is important and will make a difference to all in the District. Full details of all projects and local and national indicators used to measure the outcomes are available upon request.

Summary of the Corporate Projects current position for the end of the third quarter

The following table provides updates for the end of the third quarter in relation to the key activities in the 'Annual Plan 2017/18'.




Corporate Priorities	Status of projects and actions				
					
Environment and Place	1	7	0	0	0
Strategic Growth and Infrastructure	2	8	0	0	0
Economic Development	4	9	0	0	0
Health and Communities	4	9	0	0	1
Finance and Performance	5	5	0	0	0
Overall Strategy and Direction	1	4	0	0	0
TOTAL	17	42	0	0	1

KEY:




-  Project completed
-  Project on target
-  Project scope/target date requires attention
-  Project requires amendment
-  Project aborted/closed

Summary of the Performance Indicators position for the end of the third quarter

The following table shows the performance for the end of the third quarter in relation to the quarterly and annually reported Performance Indicators that have targets set as defined in the 'Annual Plan 2017/18'.

Corporate Priorities	Status of indicators			
				Data Only
Environment and Place	4	0	0	0
Strategic Growth and Infrastructure	1	0	1	0
Health and Communities	3	0	3	0
Finance and Performance	5	1	1	0
TOTAL	13	1	5	0

KEY:

-  Performance Indicator has achieved target
-  Performance Indicator is up to 5% below target
-  Performance Indicator is 5% or more off target

Summary Position

The Council continues to make good progress in the third quarter of the year with 17 projects now complete and the remaining projects on track and progressing well.

A total of 13 performance indicators have met or exceeded target. One performance indicator has missed target by less than 5% and five performance indicators have missed target by more than 5%. Some areas of performance are not achieving as expected and are being closely monitored.

The Council has been working hard to address demand on service provision and we will continue to focus our resources to deliver and achieve our corporate objectives in the last quarter of the year.



Environment and Place

Project description and comments	Target Date	Status
Continue to support the Essex Waste Management Partnership to reduce waste, increase recycling and participate in countywide campaigns		
The kerbside textile collection pilot commenced in November 2017 and will run to May 2018. Data is being collated to assess the success of the trial which is currently progressing well. The procurement team at Braintree has led on a Countywide street sweepings contract using a framework agreement and the successful contractor will be appointed in the new year.	March 2018	▶
Upgrade and improve recycling bring bank sites in the Braintree District to ensure they are fit for purpose and meet customer demand		
Surveys of the recycling bring bank sites have taken place to review the conditions of each site and note the size of containers required to meet customer demand. A clean of the highly used sites has also taken place.	March 2018	▶
Increase recycling by working with businesses to review their waste disposal requirements and provide a high quality commercial waste and recycling service		
The handheld devices used by crews have been upgraded and crews are now able to see details of the type of container used by businesses to assist in reviewing requirements.	March 2018	▶
Protect larger public open spaces in the District from unauthorised access, including illegal encampments, to maintain the quality of the local area and prevent disruption and inconvenience to local residents		
The scheduled protection works to nine sites across the District have now been completed providing fencing and bollards to protect them from illegal encampments. A further schedule of works to the remaining open spaces will start in the new financial year.	March 2018	✔
Organise energy switching schemes throughout the year for both residents and businesses in the District to lower the cost of their energy bills, to address fuel poverty		
The energy switching scheme for October had over 1200 registrations of which 494 changed their energy provider saving an average of £182. The next Auction is due to take place in February 2018.	March 2018	▶
Work with other Essex Councils and the Environment Agency to tackle fly tipping in the District and across the County to keep the area clear of rubbish		
Braintree District Council continued to promote the campaign #crimenottocare which was launched in September to raise awareness to the public over their duty of care regarding fly tips. In the third quarter of the year, 184 fly tips have been cleared within 24 hours of being reported.	March 2018	▶
Maintain a focus on investigating and enforcing littering and dog fouling incidents to help keep the District looking clean and tidy		
Braintree District Council continues to maintain a focus on investigating and enforcing littering and dog fouling incidents. 16 fixed penalty notices have been issued in the third quarter of the year.	March 2018	▶
Deliver a dog fouling campaign to change the behaviour of irresponsible dog owners		
The dog fouling campaign 'We're watching you' went live in December 2017 and targeted areas where there is a known increase in dog fouling during the darker evenings.	March 2018	▶



Strategic Growth and Infrastructure








Project description and comments	Target Date	Status
Produce a Draft Local Plan to submit to Government for examination		
The evidence base to support the Local Plan has now been completed and is published to support the current consultation on the Draft Local Plan.	June 2017	✓
The Local Plan was submitted to the Planning Inspectorate in October 2017 and examination will take place in January 2018.	October 2017	✓
Continue to explore the development of Garden Communities alongside the decisions in the Local Plan to provide housing, employment and supporting infrastructure to address our long term housing and community needs		
In respect of the submission for the west of Braintree Garden Community, Braintree District Council has been working with Uttlesford District Council to produce a joint development plan document which was published in October. Consultation on the development plan started in November 2017 and will continue until the 22 nd January 2018.	November 2018	▶
A joint development plan document produced on behalf of Colchester Borough Council and Braintree District Council for the west of Colchester Garden Community was published in October. Consultation on the development plan started in November 2017 and will continue until the 22 nd January 2018.	November 2018	▶
Explore the viability of setting up a Housing Development Company to deliver new mixed-tenure homes across the District.		
A strategic Project Manager has been appointed to lead on the business plan for the Housing Development Company. They are currently working on the initial business case for the Housing Development Company and further work is underway to review the business case and agree a financial model.	March 2022	▶
Develop a new Homelessness Strategy for 2018 to 2023 to prevent and alleviate homelessness		
A workshop was held with partner organisations in October to enable officers to understand the key issues facing them, to share information about legislative changes and to consider options for future delivery of services to help inform the strategy action plan. In December, an initial meeting took place to look at the options for temporary accommodation moving forward.	March 2018	▶
Work with partner agencies to continue to drive forward strategic improvements to the Braintree and Witham rail link		
The first phase of the Governance for Railway Investment Projects (GRIP) study will be completed by the end of the financial year and a final review meeting was held in November. We continue to discuss the next steps and potential costs for the second phase of GRIP.	March 2018	▶
Continue to work with Essex County Council and Highways England to identify and deliver improvements to the A120 and A12		
Essex County Council has been awarded £4.95m from the Government's National Productivity Investment Fund (NPIF) for the A120 Millennium Slip roads. Essex County Council is leading on the scheme, and has indicated detailed design will be completed by 2019/20 with construction starting in 2020/21. Officers at Braintree District Council continue to attend regular progress meetings with Highways England and Essex County Council.	March 2018	▶
Work with Essex County Council to tackle congestion at Springwood Drive and Panfield Lane		
Essex County Council is looking at different options for the Springwood Drive roundabout and now has indicative costs. These options are being looked at	March 2018	▶

in conjunction with the S106 requirements for the land West of Panfield Lane, Braintree.		
A planning application has been submitted for the provision of a spine road at Panfield Lane and indicative costs have been received. Braintree District Council and Essex County Council are looking to work with the developer to bring forward the spine road. The developer has submitted a viability appraisal which the Planning Department will respond to.	March 2018	▶



Economic Development

Project description and comments	Target Date	Status
Improve existing industrial estates and business parks to retain businesses within the District and support business growth		
A planning application has been submitted for the signage improvements for Springwood Industrial Estate to improve the appearance of the site and to assist visitors in finding businesses.	March 2018	▶
Attract investment to the District by delivering the Braintree Enterprise Centre grow-on space and securing at least one pre-let tenant from within one of the District's key sectors		
Planning consent is now in place and the procurement exercise has been completed. The Construction contract has been awarded and works are due to start on site in January with completion anticipated in June 2018.	April 2018	▶
Secure the required funding package to deliver the Witham Enterprise Centre		
Braintree District Council are working with Haven Gateway who are progressing with a full business case for European Regional Development Funding (ERDF) to fund an Innovation Centre and grow on space units. An architect has been appointed to develop stage 1 designs and costs.	March 2018	▶
Strengthen business engagement by delivering a programme of business events and monthly visits to ensure two way communications with businesses		
A business intelligence exercise has been carried out, mapping registered businesses within the district geographically, by sector and size. This will enable informed business engagement planning, as this will track trends of economic changes and growth. A business needs analysis is being finalised ready to send out with the new business rates booklet the results of which will feed into developing a revised, refreshed and targeted programme of relevant business engagement events.	March 2018	▶
Support the Haven Gateway Partnership in establishing a Sectoral Business Network that has strong engagement from Braintree businesses		
The research meetings for the Haven Gateway economic study have been completed with expert invitees from each of the key sectors identified. These industry experts answered questions and gave their views as to how the local authorities can help their sectors to grow.	March 2018	▶
Launch an Employment and Skills Partnership Board to address educational attainment and employment skills needs within the District		
The Employment and Skills Partnership Board has been established and the first meeting held in June was attended by eight external stakeholders.	June 2017	✓

Ensure businesses understand the Apprenticeship Levy and utilise it for the best outcome for young people		
Detailed guides have been published and events held with businesses to raise awareness of the Apprenticeship Levy. The Braintree District Education and Skills Board will continue to work with employers on Apprenticeships.	September 2017	
Engage with schools to encourage students to realise the benefits of apprenticeships and vocational further education in STEM (Science, Technology, Engineering and Maths) subjects		
Invitations have been sent out to schools countywide for the My Smarter Essex event on 23 January 2018 where students and teachers will be able to understand, explore and simulate how their requirements and preferences can influence the design of a Future Essex and directly link to many exciting infrastructure projects within the county. Key areas being covered are future healthy living, future towns and future power/resources. Plans are in development to promote and celebrate National Apprenticeship week 2018 (5th March to 10th March) and officers are working on developing a District Apprenticeship event for students to be delivered on 5 March 2018 at the STEM Innovation Centre, Braintree	March 2018	
Agree a vision and strategy for Braintree Town Centre to complement the regeneration of Manor Street and to enhance the appeal of the town centre to visitors		
The latest plans for the proposed development on the land between Manor Street and Victoria Street in Braintree will be displayed at an exhibition to be held at the Town Hall on the 10 th January 2018. The proposed development comprises of a new GP surgery, pharmacy, 70 bed hotel, 35 apartments, a new bus interchange, car park, café/restaurants and public realm improvements. A fully costed business case will be submitted to Cabinet and Council in February 2018.	March 2020	
In partnership with Essex County Council, deliver the regeneration schemes in Witham and Halstead		
In respect of the improvements for Halstead, spatial plans for the improvements have been prepared and issued to the Highways Authority for a principle decision. Officers from Braintree District Council will be meeting with Highways to discuss progress in the new year.	March 2018	
A series of studies and reports have been completed to look at the impact of the proposals on the highway network, market rights and other private rights that relate to the site area in Witham. A summary report recommending options to proceed has been prepared for a decision on the next steps.	March 2018	
Deliver the business hub on the Premdor site in Sible Hedingham		
The business hub has now been constructed and is expected to be handed over to BDC in the new year to let the buildings.	December 2017	
Continue to work with Essex County Council on implementation of the Superfast Essex programme to increase superfast broadband coverage across the District		
Braintree District Council will not be investing in phase III of the project as this is not financially viable. However, we continue to work with Superfast Essex and Braintree District Council is considering options for a final whole district solution that will tackle the mix of urban and rural areas not yet covered in our District.	August 2017	



Health and Communities







Project description and comments	Target Date	Status
Introduce the 'Livewell Child' project in selected schools across the District to support children and families to make healthy lifestyle choices, with the ambition of halting the accelerated growth in childhood obesity		
A recipe competition was launched in the third quarter for children to design a healthy nutritious meal. There are 10 categories and winners will be announced in the new year.	March 2019	
Install state of the art disability access hoists at Halstead and Braintree swimming pools		
The disability access hoists are now installed at Halstead and Braintree Swimming Pools enabling easy access in and out of the water for individuals with reduced mobility.	August 2017	
Install a drainage system at the sports pitches in Deanery Gardens and King George V playing field to ensure the pitches can be used throughout the year		
This project has been transferred into next year's delivery plan as the installation of a piped drainage system needs to take place outside the football season to minimise the impact on residents using the facilities.	May 2017	
Improve the playing experience at Witham Sports Ground by replacing the artificial surface and installing a new 2G surface		
The artificial surface at Witham sports ground has now been installed providing clubs using the facilities with an improved playing experience.	September 2017	
Replace the safety surfacing where needed at various play areas across the District to provide a better and safer environment for visitors		
The safety surfacing at various play areas across the District has now been replaced providing a safer environment for visitors.	March 2018	
Recognise the contribution volunteers make to our District by holding a Community Awards event to celebrate success in this field		
More than 50 nominations were received highlighting people who make a great contribution to their communities. At an event held in April, six winners were celebrated with one person crowned as the overall winner.	April 2017	
Continue to invest in local health facilities across the District by providing doctors surgeries that can meet current and future needs as the District grows including towns and rural areas, e.g. Witham and Sible Hedingham		
An option appraisal carried out by NHS has recommended a preferred location for a new healthcare facility in Witham. Designs and costs are being looked at to assess the viability of the scheme. The project team continue to monitor progress of the project.	March 2018	
Braintree District Council continues to work with local surgeries and the NHS to build a new modern fit for purpose surgery at the Premdor site in Sible Hedingham.	March 2018	
Develop and deliver better ways of providing support for disabled and frail residents by improving the allocation of the Better Care Fund		
The handyman service is being expanded to assist customers with dementia and we continue to explore how we can deliver better ways of supporting disabled and frail residents	March 2018	

Deliver an awareness campaign and initiatives to support isolated and lonely residents		
The Live Well, Keep Safe event took place on 4th October in Witham with 56 people in attendance. Twenty partners also attended providing information, advice and guidance including Mid Essex CCG, Essex Police, Age UK, Fire Service, CAB and Crimestoppers. A further event is being planned for March in Halstead. A new project called 'Halstead Connected' will be piloted in January to address social isolation and loneliness. This will initially take place in St Andrews Ward and a letter has been sent to residents providing them with information on the project and activity that will take place in the new year.	March 2018	▶
Develop the Braintree District Community Transport Scheme Action Plan 2017-2019 to ensure we have a scheme to support our residents with their travel needs		
A review of processes within the Community Transport team has been carried out recommending a number of improvements which the team are currently implementing.	March 2018	▶
Deliver a range of 'age well' activities across the District to encourage inactive over 60's to become active again		
The 'age well' activities introduced across the District such as walking football, racket ball, chair based exercise, sports for confidence and a seated dance continue to be well attended with over 650 people participating in the third quarter.	March 2018	▶
Support community groups to deliver local projects and activities through the Councillors' Community Grant Scheme		
Since April 2017, 41 Councillors have awarded 71 grants totalling £54,294 through the Councillors Community Grant Scheme.	March 2018	▶
Work with the Braintree District Dementia Action Alliance to develop a dementia friendly community to raise awareness and transform the lives of people living with dementia		
Dementia friendly walks have been established in Braintree, Halstead and Witham led by Essex Fire & Rescue Service and monthly tea dances have been taking place at the Town Hall. Swimming sessions also take place at Witham Leisure Centre on a weekly basis, whilst we have only had one person with dementia actually swimming; they now come along without their carer attending with them.	March 2018	▶



Finance and Performance

Project description and comments	Target Date	Status
Increase the amount of Council Tax collected by participating in an Essex wide initiative to compare data to help detect and address errors or possible fraud		
The system is fully operational with data from a number of sources being run and compared within the system on a monthly basis. Council Tax accounts identified as having conflicting information are investigated. An officer has been assigned to undertake the investigations.	March 2018	▶
Implement a new discretionary business rate relief scheme for charities and not-for-profit organisations which is clear and transparent to all applicants supporting the organisation's activities which directly benefit Braintree District residents		

The revised discretionary business rate scheme for charities has been implemented. Organisations which have completed the new application form have been assessed against the new scheme criteria and have been informed of their award and a revised bill issued during September. The new scheme is effective from 1st October 2017. Discretionary relief has been removed from this date from those organisations which have not completed the new application form.	October 2017	
Take a commercial approach to how we operate to protect front line services by maximising the potential to generate income		
The business case for establishing a public open space management company to undertake grounds maintenance work is being reviewed to see if it could form part of a larger offering linked in with the proposals for a Housing Development Company. A Commercial Manager has been recruited and will start in post in February 2018 to identify and progress investment opportunities. Income continues to be generated through sponsorship and advertising.	March 2018	
Support local businesses by offering sponsorship and advertising opportunities		
Braintree District Council continues to promote advertising and sponsorship opportunities with local businesses. Organisers of local Christmas events where contacted to offer advertising and research is being carried out on eco-friendly organisations for advertising opportunities on vehicle billboards.	March 2018	
Use our assets (e.g. land, buildings, money) to deliver value for money for taxpayers whilst seeking to generate a reasonable revenue return for reinvestment		
In October, Council agreed to increase the limit on the amount which can be invested in Pooled Funds from £15m to £20m. The timing, amount and counterparty used for further investments in pooled funds will be undertaken following advice from the Council's treasury advisors.	March 2018	
Improve customer focused services by delivering a programme of continuous improvement to maintain the Customer Service Excellence accreditation		
The Council has successfully achieved the Customer Service Excellence accreditation for a further year gaining full compliance in all areas assessed and nine areas of compliance plus. The certificate will be presented at Full Council in July.	July 2017	
Raise awareness of the services available on-line and support customers to be able to use them		
A Digital Strategy has been agreed which sets out the vision for digital services over the next 4 years. A Digital Plan has been set up which sets out the actions the Council will undertake in 2018/19 to deliver the strategy and measure success.	March 2018	
Improve our website and associated technologies to ensure they are convenient and easy for customers to use		
A business case to procure an online booking system has been approved and a review of the current booking processes undertaken to understand how they can be improved and to aid the specification for an on line booking system. Research on possible solutions for an online booking system is underway.	March 2018	
A review of a Customer Relationship Management (CRM) system to enable better engagement with customers has been completed and will now be picked up under the Digital Strategy project.	March 2018	
A new email service called 'tell me more' was launched in July with over 1700 subscriptions received from residents wanting to receive information that really matters to them such as refuse, recycling or street cleaning updates, planning news, health and well-being tips and events, job vacancies or event emergency alerts. The updates will help residents stay informed and be signposted to the growing range of services and information that is available online.	July 2017	



Overall Strategy and Direction

Project description and comments	Target Date	Status
Deliver projects under the District Investment Strategy to achieve better outcomes for the District and a return for the taxpayers purse by: <ul style="list-style-type: none"> • Working in partnership to improve health provision across the District • Carrying out improvements to our three Town Centres • Providing increased opportunity for new business and employment • Identifying and delivering improvements to our most congested roads • Delivering investment opportunities that support growth and provide a return for the District Council 		
Braintree District Council continues to work in partnership to provide modern healthcare facilities in Witham, Sible Hedingham, and Braintree. Essex County have agreed to support four viable route options for the A120 and technical studies are now underway. Essex County Council has been awarded £4.95m to move forward and deliver the Millennium Way slip roads to relieve congestion at Galleys Corner. An exhibition will be held at the Town Hall in January displaying the latest plans for the proposed regeneration of Manor Street in Braintree and works continue on plans for physical improvements to Halstead and Witham Town Centres. Outline planning consent for the Braintree Enterprise Centre has been granted for construction of four commercial grow on units. Projects under the District Investment Strategy are reported on throughout this report and will ensure a reasonable level of return.	March 2018	
Work effectively with Highways England, Essex County Council and other key partners to support the planned A12 widening scheme from Chelmsford to A120 and the campaign for improvements to the A120 (Braintree Town to A12) with the recommendation of a preferred option to be considered by Government for inclusion in the next Road Investment Strategy (runs from 2020 to 2025)		
Essex County Council's Cabinet have agreed to support four viable route options for the A120. Technical studies will now continue throughout the winter and spring to help inform a favoured route option for the A120. Essex County Council aims to get the A120 Braintree to A12 upgrade into the Government's Road Investment Strategy 2 (RIS2), a pot of Government money specifically set aside for investing in strategic roads across the country between 2020 and 2025. This is expected to be announced in 2019.	March 2018	
To continue to work collaboratively with partner authorities (Tendring District Council, Colchester Borough Council and Essex County Council) and other public and private sector organisations to plan for and enable sustainable growth in homes and jobs in the north Essex area		
Braintree District Council continues to work with three other local authorities on proposals for North Essex Garden Community projects to deliver over 40,000 homes and 10,000 jobs in the north Essex area which includes a shared part one of the proposed Local Plan which was submitted to the Planning Inspectorate in October 2017.	March 2018	
Create the conditions for economic growth by refreshing the Economic Growth Prospectus which sets out how we intend to grow existing businesses and attract new businesses in key sectors		
The Plan for Growth which sets out how the Council plans to deliver growth and prosperity to the District over the next five years was published in November 2017 and replaces the Economic Growth Prospectus.	March 2018	
Undertake a review in conjunction with Essex County Council to identify opportunities to enhance the visitor experience at Great Notley Country Park making full use of the leisure, recreational and		

natural facilities the park has to offer and to improve and sustain the Park financially for future generations to use and enjoy

Further discussions have taken place with Essex County Council regarding the opportunities to enhance the visitor experience at Great Notley Country Park and a briefing note for the Leader and Deputy Leader will be prepared in early 2018 setting out the key challenges, potential contractual and financial issues for Braintree District Council.










March 2018





Section 3: Managing the Business

Our Performance Indicators in Detail

Performance Indicator	2017/18						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Environment and Place							
Percentage of land that falls below cleanliness standards for litter	n/a	3%	1%		6%		Recorded three times a year – July, November and March
Percentage of household waste sent for reuse, recycling and composting	54.69%	53.00%	51.99%		48.38%		
Tonnage of residual household waste not recycled	110kgs	111kgs	107kgs		108kgs		
Number and percentage of fly tips cleared within 24 hours of being reported	100% (163)	100% (203)	100% (184)		100%		184 fly tips have been cleared within 24 hours of being reported in the third quarter of the year
Number of fuel poverty and domestic energy reduction installations carried out	Annually reported indicator					n/a	
Strategic Growth and Infrastructure							
Number of affordable homes delivered	34	2	65		75		Delay to some completions in the third quarter of the year which is outside of the control of the Council. These delayed units are likely to complete by the end of the year.
Number of homes granted planning permission	279	420	1,099		250		
Health and Communities							
Percentage of substantial Disabled Facilities Grants approved within timescales	88%	86%	100%		80%		
Percentage of critical Disabled Facilities Grants approved within timescales	100%	83%	100%		80%		

Performance Indicator	2017/18						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Total number of visits to our Leisure facilities	217,193	229,306	204,938		244,628		<i>Fusion is reviewing their data for this performance indicator following an issue they have reported with the data collection. Any amendments will be reflected in Q4</i>
Number of passenger journeys on the Community Transport Scheme	13,067	10,878	10,169		12,876		<i>Demand for the services is being met although the customer needs for Community Transport seem to be changing with an increased need for specialist transport. Transport of this nature is vital to wheelchair users, those living with dementia and frail people which impacts on the capacity for group hire of minibuses. Grant reductions and less volunteers has led to the service limiting the social car scheme to five miles and under.</i>
Participation of over 60's in sport and health activities across the District	16,154	17,388	16,398		15,000		
Participation of under 16's in sport and health activities across the District	36,931	41,226	40,076		62,400		<i>Fusion is reviewing their data for this performance indicator following an issue they have reported with the data collection. Any amendments will be reflected in Q4</i>
Finance and Performance							
Average call answer time in the Customer Service Centre	15 seconds	17 seconds	12 seconds		15 seconds		
Time taken to process housing benefit/council tax benefit new claims	17.68 days	18.31 days	20.49 days		18 days		<i>The number of new claims processed has started to decrease following the introduction of Universal Credit in October. There are two elements impacting on the performance – claimants receiving universal credit still apply to the Council for Local Council Tax support and it is taking longer to receive information from the DWP about the amount of universal credit awarded to the claimant. Secondly, working age claimants in supported housing still receive housing benefit from the Council and historically these claims have taken longer to process.</i>
Time taken to process housing benefit claim changes	6.1 days	6.16 days	4.5 days		6 days		
Percentage of Stage 1 complaints responded to within target	93%	97.65%	91.20%		90%		<i>Represents 114 out of 125 stage 1 complaints responded to within timescales</i>
Collection rate for Council Tax	30.82%	59.25%	87.20%		87.08%		

Performance Indicator	2017/18						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Collection rate for Business Rates	30.84%	58.07%	84.60%		84.99%		<i>Amount collected is marginally down on the same period last year but is expected that the target will be achieved at the year end.</i>
Percentage of invoices paid within 30 days of receipt	99.49%	99.66%	99.25%		99%		

Complaints

The quarterly complaints analysis for the third quarter of 2017/18 and the end of the year is detailed below. This is compared with 2016/17 figures shown in brackets. The figures represent all three stages of the complaints process.

Complaint Category	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	TOTAL
Justified	64 (112)	67 (52)	38 (46)	(63)	(273)
Not Justified	69 (72)	79 (104)	67 (73)	(62)	(311)
Partially Justified	27 (31)	31 (24)	22 (23)	(15)	(93)
Not known	0 (0)	1 (3)	3 (0)	(0)	(3)
Total	160 (215)	178 (183)	130 (142)	(140)	(680)

Comments

The number of complaints received in the third quarter of the year is lower than the number of complaints received in the first two quarters of the year.

The majority of complaints received relate to missed waste collections due to restricted access, road closures or adverse weather conditions. The service continues to monitor issues with missed waste collections and endeavour to return within 48 hours of the missed bin being reported.

At the time of writing the report, three complaints were still being investigated.

In the third quarter of 2017/18, of the 130 complaints received:

- 125 are stage one complaints
- 2 are stage two complaints
- 3 are stage three complaints

A summary of Local Government Ombudsman cases:

In the third quarter of 2017/18, the LGO has received five new complaints. One new complaint the LGO declined to investigate as there was no evidence of fault and the planning permission was previously considered by the LGO. In respect of the other complaints received, two complaints have been referred to the LGO Investigator and two others are currently being reviewed.

The LGO also made a final decision on a complaint received in the second quarter and decided not to investigate as there was insufficient evidence of fault by the Council.

Our Organisation

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Change on previous period	Yearly Target
Total headcount	467	468	468		-	-
Total number of posts	477	479	479		-	-
Number of temporary staff	33	26	26		-	-
Total staff FTE	421.71	423.41	423.68		+0.27	-
Level of employee turnover	1.93%	2.56%	2.56%		-	-
Number of leavers	9	12	12		-	-
Number of starters	12	16	12		-4	-
Working days lost to sickness per employee	1.93 days	1.91 days	2.02 days		+0.11	8.0 days
Percentage of staff with nil sickness	75.8%	61.9%	48.1%		N/A	-
Number of learning hours	6329	7762	9087		+ 1325	-
Number of delegates	221	243	389		+ 146	-
Number of apprentices **	11	17	17		-	-

Year on Year Headcount Analysis	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
	485	466	478	472	470	464

** BDC's apprenticeship programme runs from September each year. The figures reflect level 2 and level 3 apprenticeships.

Health & Safety

The following is a selection of our health and safety performance measures. The data is for information purposes only.

Health and safety is a crucial responsibility of everyone within the organisation. This information is used to improve the management of health and safety of staff, our customers, residents and other non-employees we come into contact with. Monitoring is undertaken by the corporate health and safety committee and action plans will be put in place where necessary.

Health & Safety: Indicators of Performance	Q1	Q2	Q3	Q4	
	(2016/17 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	10 (11)	10 (12)	26 (6)	(10)	
<i>Accidents/ incidents to employees</i>	8 (8)	8 (9)	20 (6)	(10)	<i>The high number of reported accidents in this quarter was directly due to the icy conditions that prevailed for most of December.</i>
<i>Accidents/ incidents to contractors</i>	1 (1)	2 (1)	5 (0)	(0)	
<i>Accidents/ incidents to non-employees</i>	1 (2)	0 (2)	1 (0)	(0)	
Time lost in days due to employee accidents/ incidents	0 (105)	20 (16)	8 (40)	(2)	
Number of reported verbal/ physical incidents to employees	0 (1)	2 (1)	1 (0)	(1)	
Number of near miss incidents	0 (0)	0 (0)	0 (1)	(1)	
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	0 (0)	0 (0)	0 (0)	(1)	
Number of claims settled	0 (0)	0 (0)	0 (0)	(0)	

Financial Performance

This part of the report provides an updated review of the financial position for the year. It examines the latest forecast for spending on day-to-day service provision compared to the budget for the year. Also included is a summary of treasury management activities; projected movements on the General Fund balance; and a summary of spending to date on capital investment projects.

Background

Full Council approved a budget of £14.389 million for the 2017/18 financial year. This included planned spending across all services totalling £11.964 million; corporate items amounting to £2.575 million; and an overall efficiency target to be achieved in-year of £150,000.

Financing of the budget was to be from a combination of: general government grants (£848,000); business rates (£4.611 million); and Council Tax (£8.930 million).

During the year individual budgets may be updated in accordance with the Council's Budget and Policy Framework Procedure, and against which quarterly performance is monitored.

Summary Financial Position at Quarter 3 (Q3)

- An overall positive variance for the year of £230,000 (1.6%) is projected against the budget.
- Income is projected to be overachieved by £453,000; with an overall overspend of £223,000 forecast on Staffing and Other Expenditure.
- The current position represents an overall improvement of £124,000 from that reported at Q2, after allowing for a budget virement of £300,000 agreed by Full Council to set aside some of the additional planning fee income received towards a provision for possible future appeal costs.
- A number of the in-year variances are expected to be on-going and have, therefore, been included in the budget proposals for 2018/19 to be considered by Full Council in February 2018.

Revenue Spending

Service	Budget £'000	Projected Spend £'000	Adverse (Positive) variance against budget				RAG Status
			Staffing £'000	Other Expenditure £'000	Gross Income £'000	Total £'000	
Asset Management	(2,066)	(1,974)	(7)	84	15	92	A
Business Solutions	1,900	1,878	(9)	(13)	-	(22)	G
Community Services	375	374	8	(24)	15	(1)	G
Corporate Management Plan	1,270	1,246	(23)	(1)	-	(24)	G
Cultural Services	249	251	1	-	1	2	A
Environment	658	584	(64)	12	(22)	(74)	G
Finance	1,231	1,124	(95)	5	(17)	(107)	G
Governance	1,015	973	(15)	22	(49)	(42)	G
Housing Services	874	878	7	(7)	4	4	A
Human Resources	343	349	6	-	-	6	A
Leisure Services	(47)	(41)	-	8	(2)	6	A
Marketing and Communications	396	410	10	2	2	14	A
Operations	4,903	4,753	(91)	127	(186)	(150)	G
Sustainable Development	863	829	(33)	184	(185)	(34)	G
Service Total	11,964	11,634	(305)	399	(424)	(330)	G
Corporate Financing	2,575	2,528	130	(148)	(29)	(47)	G
Efficiency target	(150)	(3)	150	(3)	-	147	
Total	14,389	14,159	(25)	248	(453)	(230)	G

RAG Status: G = favourable or nil variance, A = up to 5% adverse variance or <£50k, R = > 5%

Staffing

A further detail of the staffing budget variances is provided in the following table:

Service – Staffing Budgets	Budget	Projected Spend	Adverse/ (Positive) variance	RAG Status
	£'000	£'000	£'000	
Asset Management	282	275	(7)	G
Business Solutions	1,032	1,023	(9)	G
Community Services	358	366	8	A
Corporate Management Plan	1,228	1,205	(23)	G
Cultural Services	163	164	1	A
Environment	1,314	1,250	(64)	G
Finance	2,409	2,314	(95)	G
Governance	470	455	(15)	G
Housing Services	761	768	7	A
Human Resources	276	282	6	A
Leisure Services	165	165	-	G
Marketing and Communications	322	332	10	A
Operations	4,966	4,875	(91)	G
Sustainable Development	1,898	1,865	(33)	G
Service Total	15,644	15,339	(305)	G
Corporate Financing	(245)	(115)	130	R
Efficiency target	(150)	-	150	
Net Total	15,249	15,224	(25)	G

RAG Status: G = favourable or nil variance, A = up to 5% adverse variance or <£50k, R = > 5%

Commentary on staffing variations:

Savings on staffing budgets are expected to be achieved through a combination of retirements, vacant posts, reductions in contracted hours, appointments being made at lower grade/ scale points, and through other service restructures and efficiency reviews. Based on the information known at the end of the quarter it is projected that across all services there will be a net underspend of £305,000 for the year against staffing budgets.

Savings are being made in **Finance** including holding a post vacant pending further clarification about the administrative arrangements required once Universal Credit is fully implemented by the Department for Work and Pensions (DWP).

Operations is predicting a net underspend of £91,000. As reported in previous quarters, this position is net of extra costs anticipated in the **Waste Management** service (currently predicted at £83,000) arising due to a variety of reasons, but which are more than offset by a forecast saving of £158,000 on **Operations' Management & Administration**.

The projected total service variance is offset by the following:

- **Capital salaries** - a reduction of £130,000 in staff costs attributable to time spent on capital projects (which would otherwise be funded from capital resources as opposed to being a charge against the General Fund). The original budget made an allowance for the value of this time which inevitably varies depending upon progress of capital projects and the nature of the works being carried out. The variance is based on the latest assessment of the capital programme expected to be completed in the current year.
- **Corporate Efficiency Target** - the approved budget provided for a corporate efficiency target of £150,000 to be achieved from in-year staffing variances.

Taking these two items into account overall staffing budgets are currently projected to be £25,000 under budget for the year – an improvement from the last quarter of £111,000.

Other Service Expenditure

In total there is a projected overspend against non-staffing expenditure budgets of £248,000. The main service areas contributing to this position are:

- **Waste Management** - increased costs are forecast on gates fees payable to the Council's material recovery facility (MRF) operator. Under a new contract which came into effect from April fees payable are now linked to market indices and reviewed quarterly. The budget was set based on an assumed fee of £7.60 per tonne. At Quarter 1 this increased to £11.33 and has since increased by a further 150% resulting in a forecast spend for the year of £220,000 compared to the budget of £77,000. Partially offsetting this predicted overspend are: £35,000 savings from the suspension of green waste collections during December-February; £18,000 saving on medical waste collections due to a lower take-up of the service (the Council had previously approved a bid of £30,000 for the introduction of this new service); and a reduction in the cost of recycling sacks (£37,000) due to a combination of lower usage and compensation from the supplier due to past quality issues.
- **Development Management** - the service is currently experiencing an increased number of planning applications (see comments under the income section below) which has resulted in the need to engage additional consultant and staff resources resulting in a projected spend that is £113,000 higher than the budget.
- **Commercial Property Portfolio** – Expenditure is projected to be higher by £65,000 as result of uninsured damage to a property from vandalism, as well as some fitting out costs in preparation for new tenants.
- **Corporate Financing** – There is a projected under spend of £102,000 on amounts set aside from revenue as provision for repayment of capital resources previously used to fund asset acquisitions. Part of this (£51,000) relates to a temporary delay in acquiring new vehicles where the annual provision will now be made from April 2018. The balance relates to an internal voluntary arrangement for some investment properties and which was removed from the 2018/19 budget as part of the proposed corporate savings. Consequently, the provision will not be made in the current year.

External Income

A significant proportion of the Council's budget is reliant on external income. Grants and subsidies from government, alongside income from business rates are major elements, totalling over £49 million. These income streams are either fairly predictable as they are determined at the start of the year as part of the annual Local Government Finance Settlement; or variations can be largely offset by commensurate changes in expenditure, e.g. subsidy received on housing benefits is related to the level of payments made.

The amount of business rates ultimately retained depends on the actual amounts collectable (taking into account changes in the Valuation List, exemptions and reliefs granted, and provisions for non-collection and rating appeals). Variances are accounted for via the Collection Fund and taken into account when determining future budgets and council tax setting. Fluctuations from those elements which have a direct impact on the General Fund revenue account, e.g. the levy payable on growth or grants received from Government to fund certain discretionary reliefs, are managed via the Business Rate Retention reserve.

As a participant in the Essex Business Rates Pool the Council is entitled to a share of the extra business rates retained "locally" which will be rebated against the 2017/18 levy. The final

determination and receipt of the actual amount of the Council's share will be made after year-end returns have been collated from each of the participating authorities. Based on the latest estimate of the Pool it is anticipated that Braintree's share for 2017/18 could be around £450,000, which will be transferred to the Business Rate Retention reserve (adding to the £881,675 already received for 2015/16 and 2016/17).

Other external income for which the Council has budgeted £13.863million comes from a variety of sources that are subject to external demands and other influences, meaning these are more susceptible to variations against budget. It is currently forecast that services will over achieve against their income budgets by a net £453,000, as shown in the table below:

Service	Updated Budget £000	Joint Financing & Other Reimburs.	Sales, Fees & Charges	Rents	Other Income	Total	RAG status
		5,092	4,947	2,815	1,009	13,863	
<i>Adverse (Positive) Variance £000 against Budget :</i>							
Asset Management	2,860	-	56	(33)	(8)	15	A
Business Solutions	15	-	-	-	-	-	G
Community Services	205	10	9	-	(4)	15	A
Corporate Management Plan	-	-	-	-	-	-	G
Cultural Services	114	-	6	-	(5)	1	A
Environment	774	1	(23)	-	-	(22)	G
Finance	2,407	(8)	-	-	(9)	(17)	G
Governance	46	(13)	1	-	(37)	(49)	G
Housing	58	-	(2)	6	-	4	A
Human Resources	-	-	-	-	-	-	G
Leisure Services	404	-	-	-	(2)	(2)	G
Marketing & Communications	103	25	(7)	-	(16)	2	A
Operations	4,871	(56)	(136)	20	(14)	(186)	G
Sustainable Development	1,480	(40)	(136)	-	(9)	(185)	G
Service Total	13,337	(81)	(232)	(7)	(104)	(424)	G
Corporate Financing	526	(22)	-	-	(8)	(29)	G
Total	13,863	(103)	(232)	(7)	(112)	(453)	G

RAG Status: G = positive or nil variance, A = up to 5% adverse variance or <£50k, R = adverse variance greater than 5% and >£50k at Individual Business Plan level

Joint Financing & Other Reimbursements

The total budget for income from joint financing and other reimbursements is £5.092million, against which it is currently predicted to be over achieved by £103,000. The main sources of income and forecast outturn are:

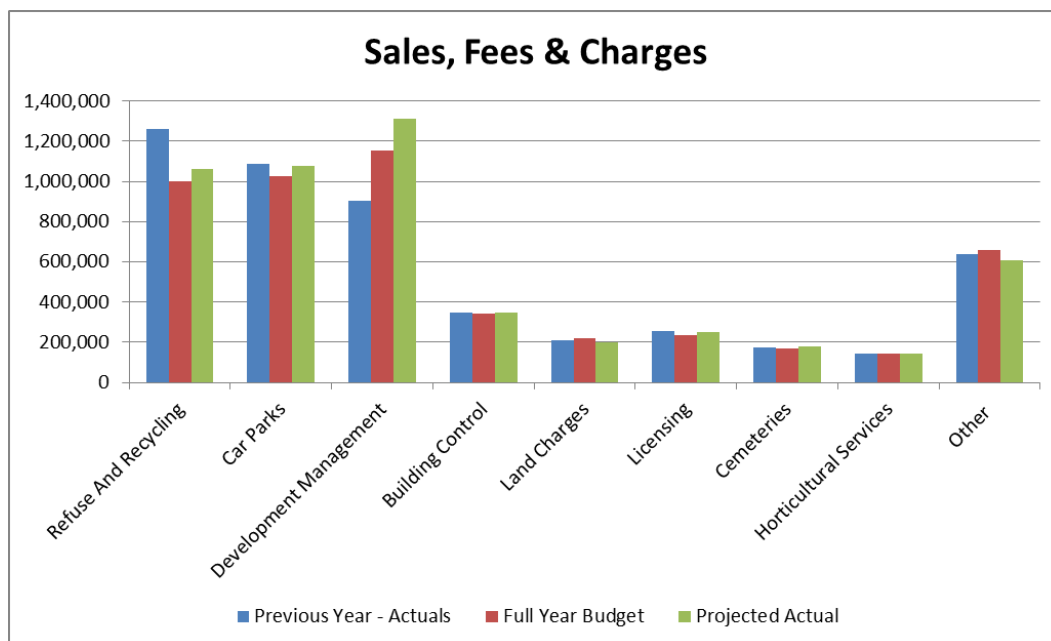
- **Essex County Council:** a £2.135million budget for contributions towards services such as community transport, horticultural services, food waste service, and recycling. An overall positive variance of £41,000 is currently forecast, after allowing for a reduction in grant funding for community transport. Additional income is expected under the Waste Management Inter-Authority Agreement; from verge maintenance; and recharges for the Highway Ranger service.
- **Procurement Hub:** subscriptions from participating authorities along with rebates receivable from the use by other organisations of the procurement frameworks set-up by the Hub give a total budget of £463,000. Arrangements with the participating authorities provide for refunds (shown as expenditure) against their subscriptions based on the overall financial performance of the Hub in the year. The amount of rebates received from frameworks is currently lower than budgeted and whilst in the short-term this can be met from the Procurement Hub reserve, an agreement has been reached with Hub members to introduce a phased subscription requirement commencing in the current year.
- **Council Tax sharing and other collection investment arrangements:** £526,000 was provided in the budget as Braintree's share from the major precepting bodies of additional

council tax being collected above an agreed baseline. Based on performance at the third quarter it is projected the amount receivable will increase by £21,000. In addition, the Council has budgeted for arrangements with the major precepting bodies to provide £112,000 towards the temporary costs incurred in improving council tax collection arrangements, including prevention and detection of fraud, and partial funding towards the exceptional hardship fund.

- **Benefit overpayment & Council Tax costs recovered:** Currently it is projected that £480,000 of recoveries will be achieved – this is £80,000 higher than the budget which was increased for 2017/18 by £140,000 based on past performance. The level of costs receivable in relation to Council Tax recovery is expected to be less than budgeted by £72,000 as measures have been introduced to intervene at an earlier stage where non-payment arises and before additional costs are normally levied on taxpayers. The benefit gained from this action is reflected in the total amount of Council Tax being collected.

Sales, Fees & Charges

The budget for income from sales, fees & charges is £4.947million which is projected to be over achieved by a net £232,000. The following chart shows the main income streams:



Commentary on Fees and Charges:

- **Refuse & Recycling:** The budget for income is £998,000, which is significantly lower than that achieved in 2016/17 as the Council now pays a gate fee for the processing of its recycling material, whereas before the Council received income. Against this reduced budget it is currently projected that there will be an over achievement of £66,000, mainly due to increased income from trade waste and bulky waste collections where the service has been successful in increasing the number of customers.
- **Car Parks:** Against the budget of £1.024million it is currently forecast that there will be an over achievement of income by £52,000.
- **Development Management:** Planning application income received up to the end of the third quarter was £936,000 compared to £651,000 received for the same period last year. Based on historical trends, the projection for the whole of 2017/18 is for income of £1.291million, which is £150,000 over the updated budget of £1.141million. Following the

Q2 review, it was agreed by Full Council to increase the budget for the year by £300,000, using the extra income anticipated to fund setting aside an equivalent amount as provision against possible future costs arising from planning appeals. The higher number and complexity of applications received has also meant an increase in the requirement to buy-in external support (see comments under Other Service Expenditure).

- **Other – Causeway House letting:** Following Essex County Council's vacation of part of the second floor in June, there has been a period during which this area has been void leading to an expected under recovery of service charges in the current year of £46,000.

Rental Income

The budget for rental income from land & property is £2.815million – comprising the investment & commercial property portfolio, markets, housing properties, and other let properties. The current projected outturn for the year is a small net over achievement of £7,000 – an overall improvement over the previous quarter of £53,000, mainly due to lower voids in the Council's commercial property portfolio than was allowed when setting the Budget, and some back-dated rent adjustments.

Other Service & Corporate Income

Total budgeted Other Income is £1.009million which comprises mainly the following streams:

- **Investment & Other Interest Income:** The budgeted amount is £813,000, which is expected to be achieved, principally through the Council's investments in long-term pooled funds.
- **Solar Panel Feed-in-Tariffs:** the budget provides for an expected £93,000 of income from investment in solar panels at various Council facilities.

The overall projection is for Other Income to be over achieved by £112,000, mainly due to a number of unbudgeted government grants (£41,000) and increased work undertaken by the graphics and reprographics team (£32,000).

Treasury Management

The Council's treasury management activity for the year is summarised in the table below:

Amount Invested at start of the year	Activity to the end December		Amount Invested at end of the quarter
	New Investments	Investments Sold or Matured	
£39.32m	£59.60m	£43.00m	£55.92m
Average amount invested for the period			£55.49m
Highest amount invested			£61.00m

The Council has £15 million invested for the long-term spread across a mixture of property and equity funds. Remaining investments have been in short-term instruments including call accounts and term deposits with UK and Non-UK financial institutions, deposits with other local authorities, and Money Market Funds (MMF).

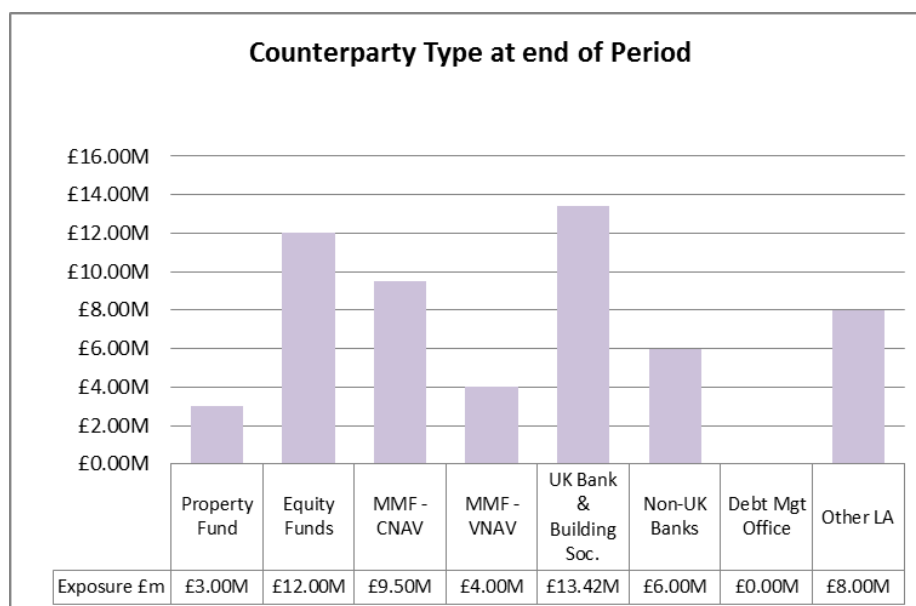
Interest and dividends earned to the end of the quarter total £700,000, which is equivalent to an annualised rate of return of 1.67%:

Investments	Average Amount Invested	Interest & Dividends Earned	Annualised Return %
Long-Term Pooled Funds	£14.98m	£585,000	5.18%
Short-Term	£40.51m	£115,000	0.38%
Total	£55.49m	£700,000	1.67%

Investment returns have been increased by the dividend income from the long-term investments. In addition, being exposed to equities and property, the value of these funds fluctuate based on prevailing market conditions. At the end of the quarter the market valuation for all the long-term pooled funds was £16.75million, representing an unrealised gain of £1.75million on the original amounts invested.

The FTSE 100 continued to climb reaching yet another record high of 7688 by the end of December. Money markets rates, albeit remaining low, increased over the last quarter: 1-month, 3-month and 12-month London Inter-Bank Bid (LIBID) rates have averaged 0.43%, 0.47% and 0.70% over the period October to December.

At the end of the quarter the Council's investment portfolio comprised the following:



CNAV = Constant Net Asset Value i.e. the Fund value is expected to remain constant

VNAV = Variable Net Asset Value i.e. the Fund value and therefore amounts invested can fluctuate

General Fund Balances

General Fund balances are held for the following reasons:

- As a contingency against unforeseen events
- To meet short-term or non-recurrent one-off costs that are not provided in the base budget and/ or are incurred to achieve future savings and efficiencies.

Based on the projected outturn set out above, the movement on the General Fund balance is estimated to be:

	£'000
Balance at 1 April 2017	2,036
Add:	
Budgeted addition	179
Projected in-year variance	230
Less:	
Anticipated budget carry forwards	(51)
Allocation to fund environmental insurance policy	(99)
Estimated Balance at 31 March 2018	2,295

Movements shown on the General Fund balance are in respect of:

- The budget approved by Council for 2017/18 included an anticipated addition to balances of £179,125.
- The projected outturn variance for the year is currently a £230,000 addition, although services have also identified £51,000 of budgets which they are requesting to carry over into 2018/19
- An allocation from General Fund balances was approved by Cabinet in November 2017 to meet the costs of renewing the environmental insurance policy related to warranties made to Greenfields Community Housing as part of the housing stock transfer.

Risks and Assumptions

The forecasts reflect service managers' "best estimate" of the predicted outturn for the year. The previous year outturn and trends in-year have been considered; however, as always, these are subject to changing circumstances and unforeseen events. Directors and service managers continue to scrutinise all expenditure commitments in light of the planned savings set out in the Medium Term Financial Strategy.

External income is inherently difficult to predict as it is substantially demand led and impacted by external factors.

Planning application fee projections are based on the best information available regarding when developers are likely to submit planning applications for growth locations within the district - this could change and income could be significantly higher or lower than projected. Projections are based on historical trends and will be influenced by both the number and type of planning applications received.

Payments made by the Council for processing its recycling material collected from households are subject to quarterly review of market indices. Consequently future gate fees may fluctuate +/- . However, at this stage of the year fees chargeable to the end of the current year are now known and have been reflected in the forecasts and will only vary due to differences in tonnages collected.

Capital Investment

In February 2017 the Council approved new capital projects totalling £2.252million. Taking into account projects which were in progress and carried forward from earlier years and in-year approvals, the overall programme totals £20.252million. The amount expected to be spent in the current year is £6.388million:

	Total Programme	Profiled into Future Years	Profiled Spend 2017/18	Actual Spend to end of Quarter	Actual Spend as % of 2017/18 Profiled Spend
	£000	£000	£000	£000	
Braintree town centre regeneration	11,426	10,781	645	399	62%
Town centre improvements	978	966	12	12	100%
Springwood Drive "grow-on" units and parking	1,069	350	719	18	3%
Planned maintenance to Council operated premises	773	105	668	142	21%
Commercial and investment property acquisitions	498	0	498	497	100%
Replacement vehicles and plant	906	45	861	0	0%
Sports and leisure facilities improvements	449	50	399	395	99%
Refurbishment of play areas and parks and open spaces	354	129	225	147	65%
Environmental improvements – Spa Road	295	150	145	4	3%
Paths, cycleways and other infrastructure	212	90	122	67	55%
Information technology systems	150	0	150	108	72%
Industrial estate improvements	143	0	143	21	15%
Operational equipment	76	63	13	3	23%
Cordons Farm waste transfer station	63	0	63	13	21%
Grants to registered social landlords	1,288	878	410	0	0
Grants to private home owners –disabled facilities and heating systems	1,168	256	911	568	62%
Capital salaries	404	0	404	205	51%
Total	20,252	13,863	6,388	2,599	41%

Overall the profiled spend for 2017/18 has reduced since the last quarter by £341,000, as a result of the following changes:

Additions

- Spending on the Braintree Town Centre regeneration scheme is expected to be higher in the current year than was originally profiled (£295,000)
- Other small changes to the programme (£13,000)

Reductions due to re-profiling of project spend into 2018/19

- Expected delay on the development of the Springwood Drive "grow-on" units with completion now expected in 2018/19 (£350,000)
- Financial support to private home owners through the disabled facilities programme (£256,000)
- The installation of new fuel tanks at the Lakes Road depot is now expected to be completed in 2018/19 (£43,000)

The main projected variances at the current time are an under spend on the Planned Maintenance programme of £70,000, and a reduction of £130,000 in the charge made from the General Fund revenue account relating to internal staff time charged on capital projects.

Capital resources

The main sources of new capital resources anticipated for the year was from the sale of Council owned assets (£4.981million), preserved right-to-buy (RTB) receipts (£1million) and the Council's share of the VAT shelter operating in conjunction with Greenfields Community Housing (£350,000).

Greenfields has reported that 12 RTB sales have been completed so far this year generating £1.34million for the Council, with a further 53 RTB applications in progress. Based on the timing and likelihood of progression to completion, experience indicates an estimated total of 19 RTB sales for the year, which would generate approximately £1.8million. This compares to 38 sales completed last year generating £3.907million.

VAT shelter monies due to the Council currently total £262,000. The final amount will depend on the work programme completed by Greenfields.

The Council has also received £796,000 grant from the Better Care Fund via Essex County Council to fund the majority of the Council's disabled facility grant programme. This is an increase of £378,000 against the budgeted sum of £418,000.

Annual Report for Corporate Health & Safety		Agenda No: 7a
Portfolio	Corporate Services and Asset Management:	
Corporate Outcome:	Residents live well in healthy and resilient communities where residents feel supported.	
Report presented by:	Councillor John McKee, Cabinet Member for Corporate Services and Asset Management	
Report prepared by:	Lee Crabb, Head of Environment and Leisure	
Background Papers:		Public Report
Minutes of the Corporate Health & Safety Committee Annual Departmental Health & Safety Arrangements Service Health & Safety at Work etc. Act 1974. Regulatory Reform (Fire Safety) Order 2005.		Key Decision: No
Executive Summary:		
<p>The report (<i>attached as appendix A</i>) provides an annual review of the Health and Safety performance of the Authority for the calendar year 2017 and highlights information on the action the Council is taking to protect its employees, volunteers, contractors, clients and members of the public.</p> <p>The report highlights the performance of the Authority in relation to:</p> <ul style="list-style-type: none"> • Reported accidents; • Key performance Health & Safety indicators; • Fire safety report; • Health and safety training undertaken over the past year; • Staff welfare report; • Key health & safety developments; • Improvement plan for 2018. <p>Accident Statistics</p> <p>There was an increase in reported accidents and decrease in lost days from 2016 to 2017 which was due to the severe weather conditions the District experienced in December 2017.</p> <ul style="list-style-type: none"> • Reported accidents to employees increased from 39 to 55 • Lost days to employees decreased. In total 127 days were lost due to accidents during Jan –Dec 2017 compared to 163 days were lost in 2016. • The main cause of accidents in the organisation was slips, trips and falls. 		

Areas of improvement highlighted during 2017 include:-

- A new corporate Health & Safety Policy.
- A robust review of risk assessments.
- The introduction of a health surveillance form for staff.
- A review of legionella testing throughout the Authority.
- A comprehensive public safety review of all open water controlled by Braintree District Council.
- A detailed review of the Health & Safety and Fire Safety arrangements for the public access of Bocking Windmill.

Key Planned Improvements for 2018 include:-

- Raising health & safety awareness amongst managers/supervisors
- Review our health & safety arrangements for contractors
- Further guidance for managers and staff on lone working
- Continue with the robust review of services risk assessments

Recommended Decision:

It is recommended that Members note the Annual Report for Corporate Health and Safety for 2017.

Purpose of Decision:

To ensure that the Council is meeting its statutory obligation under the relevant Health & Safety legislation.

Any Corporate implications in relation to the following should be explained in detail.	
Financial:	A £5,000 contingency sum is made available every year to cover any unforeseen or additional one off cost associated with any health & safety issues.
Legal:	Meeting the statutory obligations of the; <ul style="list-style-type: none"> • Health & Safety at Work etc. Act 1974. • Regulatory Reform (Fire Safety) Order 2005.
Safeguarding:	No issues that require addressing have been identified.
Equalities/Diversity:	No issues that require addressing have been identified.
Customer Impact:	The one of the key objectives of Health & Safety is the protection of the public from risk of any of the operations carried out by the Council.
Environment and Climate Change:	No discernible impact on the environment or climate change.
Consultation/Community Engagement:	Annual report to Cabinet ensures the public are made aware of the actions taken or to be taken regarding Health & Safety.
Risks:	Plans and or Risk assessments not maintained, staff not sufficiently trained.
Officer Contact:	Lee Crabb
Designation:	Head of Service Environment & Leisure
Ext. No:	2227
E-mail:	lee.crabb@braintree.gov.uk

Corporate Health and Safety Annual Report

1.0 Background

In order to ensure that Health and Safety matters are embedded within the organisation a quarterly meeting of the Corporate Health, Safety and Welfare Committee is held. This meeting has representatives of management and staff across all Services and representation from Unions. The aim of the Committee is to continually improve the co-ordination of Health and Safety issues within the Authority.

A Head of Service chairs the Committee and the Director with responsibility for Health and Safety attends the meeting on behalf of Management Board. Heads of Services must attend at least one meeting per year to show their commitment to the Health and Safety Culture. Minutes of the meeting are taken to Management Board, Senior Managers group and Joint Consultative Group with the Unions for information and discussion.

2.0 Performance

2.1 Accident Statistics

Accident Statistics are collated on a calendar year January to December rather than a financial year and are presented quarterly to the Corporate Health Safety and Welfare Committee.

Health and safety is the responsibility of everyone within the organisation. Accident information is used to improve the management of health and safety of staff, our customers, residents and other non-employees we come into contact with. Monitoring is undertaken by the corporate Health and Safety Committee and action plans will be put in place where necessary if trends are identified.

Below is a summary of the accidents that have occurred over the last year each quarter.

Table1. Annual Accidents

Health & Safety: Indicators of Performance	Q1	Q2	Q3	Q4	Total for 2017
	(2016 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	9 (10)	10 (11)	10 (12)	26 (6)	55 (39)
<i>Accidents/ incidents to employees</i>	9 (11)	8 (8)	8 (9)	20 (6)	45 (34)
<i>Accidents/ incidents to contractors</i>	0 (0)	1 (1)	2 (1)	5 (0)	8 (2)
<i>Accidents/ incidents to non-employees</i>	0 (2)	1 (2)	0 (2)	1 (0)	2 (6)
Time lost in days due to employee accidents/ incidents	17 (10)	20 (105))	20 (16)	107 (40)	127 (163)
Number of reported verbal/ physical incidents to employees	0 (0)	0 (1)	2 (1)	1 (0)	3 (2)
Number of near miss incidents	1 (0)	0 (0)	0 (0)	0 (1)	1 (1)

2.2 Summary of Accidents/incidents January to December 2017

- There were 55 reported accidents to employees (*an increase from 39 reported in 2016*)

Note: *the increase in accidents was primarily due to the extremely bad weather conditions over the winter months.*

- In total 127 days were lost due to accidents during 2017 (*a decrease from 2016 when 163 days were lost*). If it was not for the number of slips and trips during the cold snap during December our accident statistic would have shown a better improvement.
- There were 4 **Major Injuries** reportable to the HSE under RIDDOR. 3 of the accidents involved “14 day injuries” sustained by Refuse Operatives handling bins. The other involved a back injury sustained by one of the Community Transport Drivers.
- Staff reported 3 incidents of Verbal/Physical Abuse. There was one notable incident involving a member of staff being physically attacked whilst helping to deal with an incident in reception.
- The one near miss was when there was a failure of a suspended light fitting at the Town Hall. A member of staff was changing some bulbs in a large chandelier which came loose from its fixing and fell, narrowly missing the member of staff.

Below are three graphs highlighting some notable accident comparisons over the past four years.

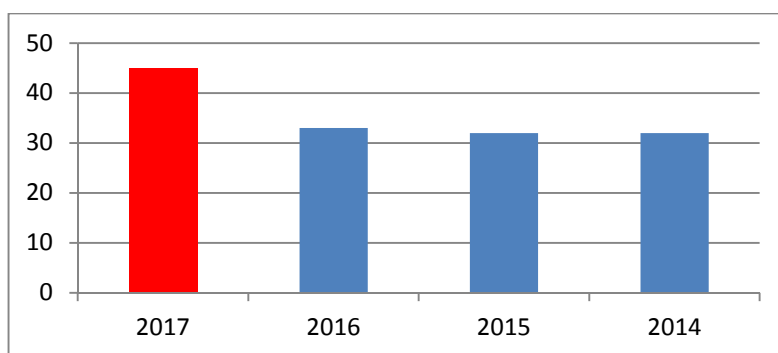


Table 2. - Total Number of accidents / incidents to employees

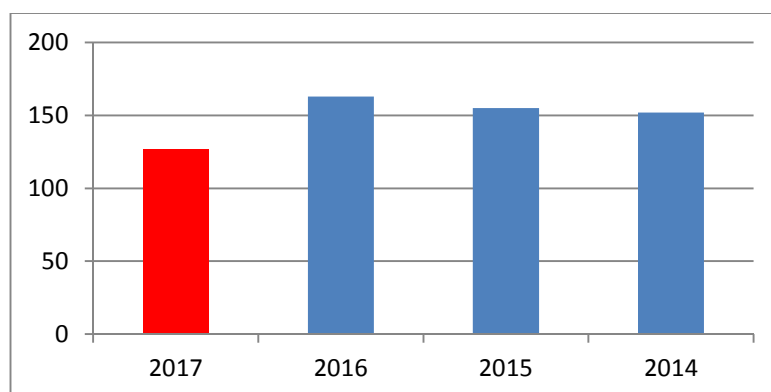


Table 3. - Time lost in days due to employee accidents/ incidents

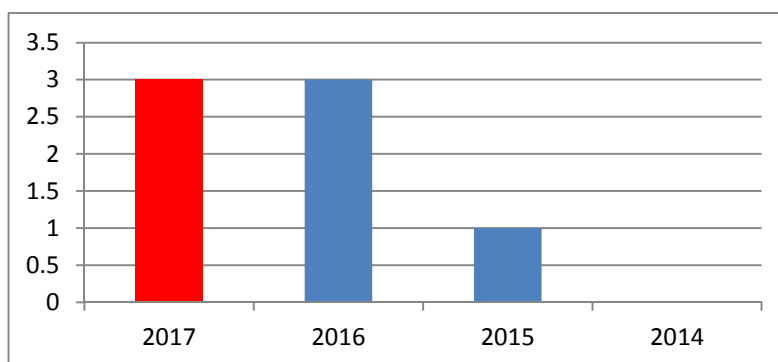









Table 4. – Number of reported verbal/ physical incidents to employees

2.3 Other performance measures

The Corporate Health and Safety Committee have developed performance indicators to represent a more holistic view of the Council's overall approach to Health and Safety.

Highlighted below are the performance indicators that were reported to the Corporate Health Safety and Welfare Committee for 2017

Braintree District Council - Corporate Health, Safety & Welfare Committee	
Other Performance Indicators 2017	
Number of Health and Safety Inspections/Tours/Fire Risk Assessments/audits  51	Number of non-conformances with legal or corporate standards in safety  0
Cost to the authority in lost time per quarter (average £40 per day) £ £1,700	Percentage of Services represented at Health & Safety Committee meetings  90%
Percentage of Corporate Health and Safety committee Actions implemented  90%	Number of Fire Training Courses  5
Number of training Courses for FTE'S on; FirstAid Training  9	Number of training Courses for FTE'S on; Health & Safety  2

3.0 **Fire Safety**

- 3.1 Over 2017 eight Fire Risk Assessments have been carried out on all Council owned properties. There were a small number of incidents that required rectification but overall there is a high level of compliance at our premises.
- 3.2 Fire Safety training for staff has remained a priority and is implemented by an annual programme which includes, Fire Marshal training, e-learning delivered via Vision, rescue mat training and Responsible Person training. All training is provided internally by the Corporate Fire & Safety Officer.
- 3.3 A number of new tenants now occupy the second floor in Causeway House. The Corporate Fire & Safety Officer has worked hard to ensure that any physical alterations which are undertaken to the building, do not compromise the fire protection to be building. He has also ensured that the various organisations comply with our own fire procedures and processes.

4.0 Health and Safety Training

4.1 Developing skills and knowledge in Health and Safety is important for staff as it improves their awareness of safety in their work activity. The Corporate Fire & Safety Officer works with Managers, staff and OD&L to advise on suitable training courses both in in-house and where appropriate with external consultants.

4.2 The Corporate Fire & Safety Officer continues to provide a variety training courses on:-

First Aid at Work level 3
First Aid at Work Requalification level 3
Emergency First Aid level 3
Activity First Aid level 2
"Cardiopulmonary Resuscitation & Automated External Defibrillation"
CPR/AED -Basic Life Support level 2
First Aid Risk Assessment-Principles and Practice level 2
Immediate Management of Anaphylaxis level 3
Administration of Oxygen Therapy level 3
Management of Catastrophic Bleeding
Annual First Aid Refresher
Manual handling Level 2
Basic Health and Safety level 1
Health and Safety level 2
Fire Safety level 1
Fire Safety level 2

5.0 Staff Welfare

5.1 The Corporate Health & Safety Committee monitors staff sickness absence across the organisation. The overall absence figure per employee for the calendar year 2017 is 8.19 days which is just outside of the organisational target of 8 days for the year.

5.2 The top three reasons for absence over the 12 month period were:

- **Other known cause** (which covers health conditions which do not fall in any of the other categories).
- **Anxiety/stress/depression**
- **Back problems.**

5.3 It should be noted that 40.81% of staff working for the Council had a 100% attendance record for the calendar year 2017.

2017	Jan – Mar 17	Apr – June 17	July – Sept 17	Oct – Dec 17	Cumulative
Average working days lost to sickness (<i>per employee</i>)	2.33	1.93	1.91	2.02	8.19 (against an annual target of 8 days)
Long term sickness (<i>% of all sickness absences that were long term</i>)	45.1%	62.6%	47.7%	50.25%	Long term is defined as 4 or more weeks (28 calendar days or more)
Number of staff	13	15	10	19	
Short term sickness (<i>% of all sickness absences that were short term</i>)	54.9	37.4%	52.3%	49.75%	Short term is defined as less than 4 weeks (28 calendar days)
Percentage of staff with 100% attendance (<i>no sickness absence in the year – cumulative figure</i>)	70.47%	59.1%	50.85%	40.81%	

6.0 New Developments during 2017

Over the year the Committee have been responsible for various pieces of work which have set out to improve health and safety across the organisation. Below are a few examples of the work that has been undertaken;

6.1 ***New Corporate Health & Safety Policy***

The Corporate Health and Safety Policy was updated to ensure it reflected the principles of best practice set out by the Health and Safety Executive's Framework HSG65.

The previous Policy was considerably modified to simplify its content and to clearly define the roles and responsibilities at all levels throughout the Council, how health and safety will be managed.

The reinvigoration of the Policy ensured that all employees and managers know what is expected of them to carry out their work on behalf of the Council in a safe and healthy way and this should reduce the incidence of work related ill health and injury.

6.2 ***Improving Robustness of Risk Assessments***

Over 2017 a review began to develop a more robust approach to risk assessments across the organisation. This was following new HSE guidance which pointed towards concentrating on "real risks", reducing the number of risk assessments to allow managers to concentrate on tackling the real dangers to staff and members of the public.

6.3 ***Development of a New Health Surveillance Form***

One of the Operations Managers developed his own Health Surveillance form which he used at the time when he undertook his staff appraisals. He has designed the questions in a way that would identify any underlying health issues before they become severe. This form has now been adopted for use across the organisation where appropriate.

6.4 ***Review of Legionella Monitoring throughout the Organisation***

Following some erroneous results from some Legionella testing which was reported to the Committee it was decided to undertake a review of all Legionella testing across the Organisation. A small team working on behalf of the Committee set about reviewing the past two year's Legionella results provide by the Contractor and they also checked the methodology used by the Contractor to obtain the results. Various issues were identified. This issue was discussed with the Contractor and improvements to the service agreed. Since the Committee's investigation there has been a significant improvement in the service provided to the Council.

6.5 ***Open Water Safety Risk Assessments***

Following analysis of best practice across other Local Authorities a structured process for risk assessing all the open water areas has been undertaken. Every open water facility has been assessed in accordance with the Risk Level Classification contained in Appendix 3 of the attached statement. The risk has been determined by site specific risk assessment conducted in accordance with RoSPA guidance.

Following the inspections a draft Open Spaces Water Safety Statement has been developed to enable the Operations to better ensure the safety of users of public open space managed on behalf of Braintree District Council. The open water areas within these open spaces if not well managed could present a real danger to users of the open space and this statement sets the direction for the future management of this open water.

The statement confirms that the Council will provide appropriate arrangements for the management of areas of open water under its control. These arrangements should ensure that, 'so far as reasonably practicable', all open water based facilities for which the Council is responsible, are maintained in a safe condition for the safety of residents.

6.6 ***Review of BDC owned Heritage Asset - Bocking Windmill***

A Detailed and extensive review of the Health & Safety and Fire Safety arrangements for Bocking Windmill has now been completed. This now will allow better access to this heritage asset by members of the public.

7.0 Other notable Events

7.1 HSE Visit – Hand Arm Vibration

In November, Operations received a visit from the Health & Safety Executive inspectors to review our working practices, policies and procedures in relation to Hand Arm Vibration. Following advice from HSE we have reviewed our HAV processes and risk assessment documentation.

8.0 Corporate Health and Safety Improvement Plan – 2018

Below are some of the key actions of the 2018 Health & Safety Improvement Plan:

8.1 Raising Health & Safety Awareness amongst Managers/Supervisors

Provide suitable number of courses so that all managers are able to attain Ofqual level 2 qualifications in Health & Safety in the Workplace.

8.2 Health & Safety Arrangements for Contractors

Training to be delivered to managers on Health & Safety arrangements when procuring a Contractor to undertake any work on behalf of the Council, to ensure that the Contractor is complying with all Health and Safety arrangements

8.3 Lone Working

To carry out an audit of lone working arrangements for all Departments to ensure there are robust procedures in place to ensure as far as is reasonably practicable the safety of those working alone.

A corporate guidance document will be produced for services to consider adopting, which will give them a more robust approach to lone working and an insight in to the various management controls that are available to protect Council staff that work alone.

8.4 Corporate Risk Assessments

Continue to develop a more robust approach to risk assessments following the recent guidance from HSE to concentrate on “real risks”. Look to reduce the number of risk assessments to allow managers to concentrate on talking the real dangers to staff and members of the public.

8.5 Seasonal Health & Safety Campaigns

Run 4 campaigns in the year to cover a seasonal Health & Safety message. Provide a consistent message for both managers and staff about their obligations towards Health & Safety

Strategic Risk Management		Agenda No: 7b
Corporate Priority: Delivering excellent customer service Portfolio Area: Corporate Services and Asset Management Report presented by: Councillor John McKee, Cabinet Member for Corporate Services and Asset Management Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: Risk Policy, Strategy and Implementation Plan – Council 19 th April 2006.		Public Report
Options: To agree, add to or amend the strategic risks identified in the report.		Key Decision: No
Executive Summary: <p>The report provides Members with an updated Strategic Risk Register for the Council. The Strategic Risk Register agreed by the Cabinet on 29th November 2016 has been reviewed by the Corporate Management Team; the outcome is an updated draft register for approval by Cabinet.</p> <p>The Register details the risks which have potential to impact on the delivery of the Corporate Strategy over the medium-term. In addition to undertaking this review of the Register the Management Board ensures that the Register continues to be current by regularly reviewing and updating the strategic risks, as necessary.</p> <p>The Strategic Risk Register forms one part of the Council’s overall approach to risk management, other facets include:</p> <ul style="list-style-type: none"> • processes for identifying and recording operational risks, • risk registers for major projects, • business continuity planning, and • emergency planning. <p>The number of strategic risks identified has increased to 10, following the inclusion of Strategic Investment, which has been assessed as C2 risk rating, and, therefore, above the risk tolerance line. Furthermore, two new strategic risks have previously been recorded in the Operational Risk Register and these are: Emergency Planning which has been assessed as D1 risk rating and Information and Cyber Security which has been assessed as C2 risk rating. Both of these risks have a risk rating above the Risk Tolerance Line. The Local Plan, which had previously been divided into three risks, is now shown as a single risk.</p>		

The narrative for each of the existing seven strategic risks has been updated as appropriate. The updated register is attached at Appendix B.

The number of risks above the Risk Tolerance Line (See Appendix A) and therefore requiring active management is seven.

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

Risk Rating	October 2016	January 2018
B2 (<i>High likelihood/ Critical impact</i>)	0	0
C2 (<i>Significant likelihood/ Critical impact</i>)	7	7
D1 (<i>Low likelihood/ Catastrophic impact</i>)	0	1
D2 (<i>Low likelihood/ Critical impact</i>)	2	2
Total number of risks on Strategic Register	9	10

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

With effect from the new financial year it is proposed that changes to the Strategic Risk Register will be reported in the quarterly Performance Management reports to Cabinet, as appropriate.

Decision:

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

Purpose of Decision:

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

Any Corporate implications in relation to the following should be explained in detail	
Financial:	Risks and associated management action plans concerning the Council's finances are highlighted in risks 1 and 7.
Legal:	There are no specific risks of a legal nature at this time.
Safeguarding	There are no specific risks regarding safeguarding at this time.
Equalities/Diversity	The Council's processes and approach to equalities and diversity are well developed and are not regarded as a risk.
Customer Impact:	The potential impact on a proportion of residents in the district, in particular vulnerable groups, of the Government's Welfare Reforms is identified at risk 4. A management action plan is included detailing the actions taken and planned to reduce the risk.
Environment and Climate Change:	Risk concerning the Council's approach to climate change is identified as an operational risk by the relevant services.
Consultation/Community Engagement:	No specific risk identified concerning consultation and community engagement however these are important elements in a number of the strategic risks on the register e.g. Local Plan and Community Resilience.
Risks:	A robust Risk Management process is an important element of the Council's governance arrangements.
Officer Contact:	Trevor Wilson
Designation:	Head of Finance
Ext. No.	2801
E-mail:	Trevor.wilson@braintree.gov.uk

APPENDIX A

STRATEGIC RISK PROFILE

Braintree District Council – Reviewed in January 2018

LIKELIHOOD ↑	A				
	B				
	C			1,2,3,4,6,9,10	
	D			5,7	8
	E				
	F				
		IV	III	II	I
		IMPACT →			

KEY:

Likelihood:

A – Very High
 B – High
 C – Significant
 D – Low
 E – Very Low
 F – Almost impossible

Impact:

I – Catastrophic
 II – Critical
 III – Marginal
 IV – Negligible

Medium-Term Financial Strategy – 1

Risk Rating C2 (C2 September 16)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council sets a Medium-Term Financial Strategy (MTFS), covering a four-year period, which is reviewed and updated annually. By necessity this includes a wide range of assumptions:</p> <ul style="list-style-type: none"> Anticipated changes on the revenue account e.g. government grant levels, income levels, inflation, pay awards, council tax collection rates, business rates collection etc. together with planned and anticipated efficiencies, income generation, council tax levels, business rates appeals and the use of balances. Anticipated level of capital resources with a capital programme being planned and agreed against these resources. <p>The Council accepted the Government's offer of a four-year settlement (2016/17 to 2019/20). The provisional Settlement Funding Assessment (SFA) allocation to the Council for 2018/19 and provisional allocation for 2019/20 were received on 19th December 2017. The reduction between 2016/17 and 2019/20 is £1.65m, or 34.6% and includes the Council receiving no Revenue Support Grant after 2018/19.</p> <p>The New Homes Bonus scheme was changed for 2017/18 which results in local authorities receiving reduced allocations. Whilst not using NHB to support revenue this does mean less money for investment in infrastructure and affordable homes across the District.</p> <p>A fundamental change to Local Government funding is planned for 2020/21 as the Government proposes to introduce 100% Business Rates Retention and implement the outcome of the Fair Funding Review which is currently in progress.</p>	<ul style="list-style-type: none"> Circumstances change which render the planned cost reductions/additional income unachievable Other financial assumptions prove incorrect. Including significant income budgets not being achieved e.g. interest receivable on £15m invested in equity and property funds. Other organisations which provide significant contributions to the Council face their own funding pressures and may require greater reductions than expected. Adverse economic conditions and market fluctuations cause changes at or before contract renewal. Capital receipts are not received as planned and capital resources insufficient to finance capital programme. Business rates collected are less than expected due to successful appeals being greater than the provision made. Business Rates baseline reset for 2020/21, as determined by the Fair Funding Review, does not enable the Council to retain business rates growth achieved prior to reset. Future Autumn Statement(s) require further savings from local government. 	<ul style="list-style-type: none"> Shortfall in resources both in year and following years. Financial savings are not achieved; balances used more than planned. Priorities and projects are not delivered. Cuts necessary to services Rushed decisions to find other savings Staff unsettled and de-motivated. Assets not fit for purpose Satisfaction levels with the Council fall

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Robust budget review and setting process involving Management Board and Cabinet Members developed over a number of years</p> <p>Unallocated balances significantly exceed minimum level of £1.5m.</p> <p>Regular Budgetary Control and monitoring processes.</p> <p>Council policy to use New Homes Bonus to fund infrastructure projects and affordable homes.</p> <p>Utilised borrowed monies, of £6m, to fund investments (e.g. commercial property and solar panels) to achieve improved rate of return over the medium-term.</p> <p>Efficiency Plan produced and approved by DCLG.</p> <p>Monitoring of investment counter-parties and returns on investments by Arlingclose, the Council's Treasury Management advisor.</p>	<p>Delivery against the workstreams contained in the Roadmap 2020.</p> <p>Monitor financial viability of key contract partners and commercial property tenants.</p> <p>Participate in consultation as proposals for the new 100% Business Rates Retention scheme and the Fair Funding Review are published.</p> <p>Monitor the disposal of assets against planned timescale for receipt of sale proceeds.</p>	Corporate Director (CF)	<p>Cost reductions and increased 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 planned levels.</p> <p>Budget variations reported in timely manner with explanation and action plan, where appropriate</p>	Monthly	Feb. 2018 – Full Council sets council tax and budgets for 2018/19	<p>Proposed MTFS provides a balanced base budget for 2018/19 including a 2.97% increase in council tax up to £174.51 (Band D).</p> <p>For planning purposes council tax increases in future years are at the referendum threshold, e.g. 2.99% for 2019/20 and 2% for 2020/21 onwards.</p> <p>Planned approach to addressing the estimated shortfalls in 2019/20 to 2021/22.</p> <p>Investment Strategy reviewed with maximum investment in equity and property funds increased to £20m.</p> <p>Strategic Investment Group consisting of 3 Cabinet Members established to consider all proposed investments.</p> <p>An Investment Evaluation Tool used to assess all investment opportunities.</p>

Economic Development – 2

Risk rating C2 (C2 September 16)

Management Board Owner – Corporate Director (AW/CR)

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 Plan for Growth was agreed by Cabinet and includes both a 5 year and rolling 1 year action plan of key priorities. These include infrastructure, business support and skills development projects.</p> <p>Most of the priorities in the action plan 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>Brexit and other macroeconomic uncertainties may cause businesses in the District to make different investment decisions which may not be to the benefit of the District.</p>	<p>Lack of investment in infrastructure prevents business growth and job creation.</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 maximise opportunities for growth and development</p> <p>Amount of business rates collected reduced</p>	<ul style="list-style-type: none">• Reduction in jobs• Fewer new businesses being created• Jobs left unfilled due to lack of skilled employees• Disinvestment by existing businesses• Less investment in infrastructure• Businesses feel disengaged and cannot access support networks• Falling productivity rates in the District• Falling Gross Value Added (GVA) in the District• Loss of revenue / growth in business rates

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Strong working relationship with Essex County Council, Haven Gateway, the South East Local Enterprise Partnership (LEP) on major projects and key priorities</p> <p>District Plan for Growth agreed, setting clear economic priorities over 1 year and 5 year periods has been agreed</p> <p>Braintree Education and Skills board has been established and is progressing projects</p> <p>Braintree Town Centre Partnership has been established</p> <p>Investment in key priorities to secure match funding e.g. Millennium Way Slips project</p> <p>Establishment of the Grape and Grain tour in partnership with Maldon District Council.</p> <p>Tourism Plan to be submitted to members in Spring 2018.</p> <p>Refreshed programme of business engagement to be in place by April 2018</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 as it becomes established.</p> <p>Continue to source local and national funding sources which could provide grants for key projects</p> <p>Continue to work with neighbouring authorities and businesses to support tourism</p> <p>Continuous review of business engagement programme to ensure it is meeting the requirements of businesses.</p>	Chief Executive Corporate Director (CR)	<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</p> <p>Apprenticeships</p>	Quarterly		<p>Joint project work is underway with both the Haven Gateway on the economic strategy for the region and with ECC on a large number of projects.</p> <p>District Plan for Growth approved and work underway to engage businesses in the annual action plans which accompany the document</p> <p>Education and skills board has high levels of attendance from schools colleges and employers and the first business case for project work arising from that meeting has been agreed</p> <p>Braintree Town Centre Partnership has worked on providing a new vision for taking the town centre forward in a positive way and is looking to elect an independent chair.</p> <p>Funding for infrastructure has been secured from ECC and Highways England and funding for skills projects has been secured through ECC.</p> <p>Overview and Scrutiny Committee on tourism has provided member guidance into the Tourism Plan which will be need to be approved by Cabinet in the Spring/ Summer 2018</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
Working in partnership with education providers to encourage and develop skills training in key sectors, to encourage skill development and employment opportunities through apprenticeships.						<p>Working with the LEADER program to help secure funding and jobs to the rural parts of the District</p> <p>A Business Intelligence review of sector specific and locations of growth to inform a tailored revision of the business engagement programme is currently in progress.</p> <p>A business survey to establish their specific needs is being promoted through the business rates leaflet.</p>

Local Plan – 3

Risk Ratings: C2 (C2 September 2016)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>Braintree District Council has an adopted Core Strategy and has prepared a new Local Plan which is subject to examination. In line with government policy this will need to deliver a substantially higher target for housing numbers than was set out in the Core Strategy. Part of the strategy is to deliver new standalone garden communities.</p> <p>The Local Plan will be subject to an examination in 2017 and 2018 and if found sound will hold full weight in planning decisions, up till this point it will hold limited weight based on its progress and the level of unresolved objections.</p> <p>Whilst the Local Plan is being produced, the Council may be at risk of being challenged by developers on its housing numbers. Once the Local Plan is adopted, the Council will need to maintain a five-year housing land supply.</p>	<p>Land owners submitting planning applications on unallocated sites.</p> <p>Lack of housing or economic growth leading to failure of allocated sites to deliver.</p> <p>Local Plan being found unsound by the Planning Inspector.</p>	<ul style="list-style-type: none">• Council may have to approve planning applications on sites outside of those proposed resulting in development which conflicts with the agreed spatial strategy• Loss of appeals on planning applications for development on unallocated sites outside of development boundaries.• Infrastructure requirements of new developments may not be sufficiently met.• Lack of new jobs in the District and failure to deliver job target• Inability to attract inward investment or business growth• Inability to attract skilled workers to the District• Council not able to meet its objectively assessed need for housing including affordable housing

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Joint working with other authorities to deliver stand-alone new garden communities which will deliver growth over a longer term period.</p> <p>Good working relationships with Town and Parish Councils and community groups.</p> <p>Core Strategy adopted in 2011.</p> <p>Statement of Community Involvement adopted in 2013.</p> <p>Programme of reporting and decision making through Local Plan Sub-Committee and Council.</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>The five-year housing land supply is updated quarterly to report progress.</p> <p>Draft Local Plan published and subject to public consultation in 2016.</p>	<p>Work programme keeps to timetable to ensure adoption of the Local Plan in line with the project plan.</p> <p>Close working relationship with major landowners and agents in the District to work together on delivery rather than in opposition.</p> <p>Extensive governance and working relationships in place with North Essex Garden Communities Ltd, Colchester BC, Tendring DC and ECC Councils to progress the garden community project.</p> <p>Infrastructure delivery will be a key part of the new Plan. Emphasis shifting to supporting housing delivery once the Plan is adopted.</p>	Corporate Director (JH)	<p>Ensuring Local Plan process is adopted/ approved on target.</p> <p>Outcome of appeal decisions relating to non-allocated sites.</p>	Quarterly	Ongoing	<p>Local Plan evidence base in place with ongoing work related to garden communities and Recreational Avoidance and Mitigation Strategy.</p> <p>Sustainability Appraisal published in June 2016 and revised in 2017.</p> <p>The District Council is working in partnership with 3 other Authorities on the North Essex Garden Communities project and has received funding and support from the DCLG and ATLAS.</p> <p>Budget provision of £500,000 agreed by this and each of the three other authorities to progress the Garden Communities project.</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>A Planning Appeal Cost reserve fund to ensure the Council has sufficient funds to refuse applications which we consider unacceptable.</p> <p>A specific Local Plan budget of £480,000 was agreed in 2015/16 to ensure the funds were available to provide the necessary evidence base documents and other work required to produce the Local Plan in the timescales proposed.</p> <p>The publication Draft Local Plan was submitted to the Secretary of State in October 2017 and is currently undergoing examination. Policies in this plan can be given limited weight.</p>						<p>An Issues and Options Consultation was held for Garden Communities Development Plan Documents in January 2018.</p> <p>Accepted Government's offer to implement 20% increase on Planning Application fees wef January 2018 and to utilise additional resource in Development Management service.</p>

Community Resilience – 4

Risk Rating C2 (C2 September 16)

Management Board Owners – Corporate Directors (CF) and (CR)

Vulnerability	Trigger	Consequence
<p>Universal Credit (Full service) is operational for new claims from working age claimants in the Braintree District (commenced 25th October 2017). Legacy claims of housing benefit (for working age claimants) will be transferred to Universal Credit by 2020.</p> <p>Further reductions in the Housing Related Support funding by Essex County Council anticipated in 2019/20 which is likely to mean fewer supported housing schemes/bed spaces in the district and across the county and also impact on floating support services.</p> <p>The Homelessness Reduction Act 2017 will be in place from the 3 April 2018, it will mean the Council will help more people, at an earlier stage if they are facing homelessness. Staff will work more intensively and for longer with people to help prevent and relieve their homelessness. There will be a need for additional staffing resources and funding to develop other housing options. Funding resources are in place but may not be sufficient. Partnership working with other agencies is key to help tackle the sometimes complex reasons why people become homeless.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment.</p> <p>A number of the schools in the district are low rated and educational attainment in the district (based on English and Maths GCSE results) is low compared to the rest of the county.</p> <p>There is a growing population of elderly people, within the district and nationally, a proportion of whom will require public services.</p>	<p>Demand for services from the Council and other public sector organisations increases which exceed supply.</p> <p>Essex County Council implements reduction and contract changes.</p>	<ul style="list-style-type: none"> • Potential increase in homelessness, increased demand for temporary and potential use of bed & breakfast accommodation. • Increased demands on the Council's Housing and Customer Services. • Increased health inequalities. • Increase in number of households in fuel poverty • Increase in number of children in poverty. • Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated. • Housing projects at risk of closure increase and potential increase in sofa surfing and rough sleeping. Associated impacts on other services i.e. health and police.

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>Partnership working with Citizens Advice, Greenfields CH, Dept. for Work and Pensions and Fusion to assist those affected by the welfare changes.</p> <p>Discretionary Housing Payments allocation from the Government of £242,147 for 2018/19. Short-term assistance available to tenants facing difficulty with their rent.</p> <p>Exceptional Hardship Fund of £13,150 for 2018/19. Short-term support available to council tax support claimants.</p> <p>Continued Liaison with Essex CC regarding future Housing Related Support proposals.</p> <p>Homelessness Strategy 2013 to 2018 and associated action plans.</p>	<p>Regular meetings with partner organisations.</p> <p>Regular reviews of the impact the changes are having on those affected.</p> <p>Work jointly with Job Centre Plus</p> <p>Continued dialogue with Essex CC and housing providers.</p> <p>Exploring alternative funding arrangements to seek to sustain housing projects.</p> <p>Continue to review and implement actions in the Homelessness Strategy.</p> <p>New Homelessness Strategy 2018 to 2023 - consultation commenced in 2017.</p> <p>.</p>	Corporate Director	<p>Services able to meet increased demand</p> <p>Funding sufficient to support those residents in extreme financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment.</p> <p>That a level of supported housing is retained in the district with continued nominations rights available to this Council.</p> <p>Homelessness Reduction Act 2017 – The number of applicants where homelessness has been prevented or relieved.</p>	Quarterly		<p>Grant agreement renewed with Citizens Advice to support their service provision across the district and additional Service Level Agreement with Citizens Advice to provide money advice service to residents, extended to 31 March 2019.</p> <p>Health and Wellbeing Panel for the District established and working with a range of partners.</p> <p>An SLA with Community360.</p> <p>Support residents to be healthy and live well through the work of the Livewell and Livewell Child boards.</p> <p>Provide opportunities that benefit those living with dementia through the Braintree District Dementia Alliance.</p> <p>Government grant allocations for homelessness: Flexible Homelessness Support £169,995 for 2018/19 and Homelessness Reduction £47,957 for 2018/19.</p> <p>Awarded grants for community projects through the Councillor Community Grant scheme.</p>

Service and Project Delivery – 5

Risk Rating D2 (D2 September 16)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>Reduced resources impact on the Council's ability to deliver good quality services. Service delivery and resilience requires a well-managed and motivated workforce with the capacity and capability to deliver. The Council has recognised the important challenges around workforce planning and talent management for the future.</p> <p>Health & Safety - Breach in processes/ procedures leading to a health and safety or security incident (including an act of terrorism).</p> <p>Service delivery is heavily reliant on the availability of systems.</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>Key people leave or are unavailable for work (small teams or specialist areas are most vulnerable).</p> <p>Competitive recruitment markets particularly in relation to the growth agenda.</p> <p>Major incident.</p> <p>Computerised systems unavailable for use for a prolonged period.</p>	<ul style="list-style-type: none"> • The organisation is stretched too far and resulting in service delivery failure • Mistakes made and corners cut • Customer satisfaction falls • Employees are disengaged and demotivated. • Loss of good people. • Increased key person dependency • Loss of corporate memory • Failure to deliver Council's priorities and Annual Plan • Remaining staff fail to cope • Change programmes difficult to implement • Actual or potential injury or loss of life. • Financial loss / impact on value of assets; • Reputational damage

Affordable Housing – 6

Risk rating C2 (C2 September 16)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>Although the number of new homes is likely to be significant over the next Local Plan period, there are a number of issues that may limit the number of new affordable homes we can deliver:</p> <ul style="list-style-type: none">• The 1% rent cut for social housing has reduced the available resources for providers and led to reduced offers to developers.• Developers are becoming more and more likely to challenge the provision of affordable housing on the basis of viability.• The HCA is likely to divert funding from new rented housing schemes to forms of shared ownership. <p>In addition a number of other changes are putting pressure on LAs and providers. These include:</p> <ul style="list-style-type: none">• Right to Buy entitlement to assured tenants of Housing Associations.• The benefit cap reduced at £20,000 means that most providers are unwilling to consider building or buying new 4 bed homes.	<p>Potential number of affordable houses not provided.</p> <p>Government issues Regulations requiring 20% of housing provision to be starter homes.</p> <p>Developers push back on the number of affordable homes required on developments.</p>	<ul style="list-style-type: none">• Affordable housing need not met• Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice'• Cost to the Council of temporary accommodation increases• Young people/key workers leave the district• Some housing associations withdraw from higher-risk accommodation, such as supported housing schemes• Inability to find suitable affordable accommodation for larger families• 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.

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 Housing Strategy drafted and adopted early in 2016/17</p> <p>Up-to-date viability assessment and updated 'toolkit' to undertake individual assessments.</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>Housing 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.</p>	Corporate Director (JH)	Local target for an average 100 dwellings per annum	Quarterly		<p>Local Plan in progress. Affordable Housing Viability Study has been completed.</p> <p>Regular meetings with all housing associations with local development programmes.</p> <p>StatNav data updated each year</p> <p>130 completions of new affordable homes expected in 2017/18. We expect 100 completions in 2018/19. High number of starts expected on major development sites.</p> <p>Business case being prepared regarding the creation of a Housing Development Company.</p> <p>Authority delegated to Cabinet Members for Planning and Housing and Finance and Performance 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>

Return on Investments – 7

Risk Rating D2 (D2 September 16)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council has an Investment Strategy which seeks to optimise use of available resources by investing in property, housing and other assets as well as investing surplus monies with financial institutions to achieve a reasonable rate of return.</p> <p>The security of the money invested is paramount but the Investment Strategy distinguishes 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>The Council has set a limit of £20million on the amount of funds to be invested in pooled funds (equities and property) with the aim of achieving higher rates of return and capital growth over the medium term (3 to 5 years).</p> <p>The Council has increased its property portfolio where return on investment has been attractive and the quality of the tenant and the tenancy term has been good.</p> <p>The impact of the current economic climate on financial institutions 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, crucial.</p> <p>Regular monitoring of investment counterparties is essential and Arlingclose, our Treasury Advisors, currently provides this service.</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 equity pooled funds.</p> <p>Funds are needed to be recalled at short notice.</p>	<ul style="list-style-type: none">• Loss of the principal sum and / or interest due• Loss of rental income and increased costs (e.g. unoccupied business rates)• Unplanned service cuts and / or use of balances• Decline in Council reputation

Risk: Emergency Planning – 8

Risk Rating: D1 (New)

Management Board Owner – Corporate Director (CR)

Vulnerability	Trigger	Consequence
<p>Braintree District Council has responsibilities under the Civil Contingencies Act (CCA) 2004a 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, plan and exercise for emergencies as well as undertake business continuity management.</p> <p>The Council's Emergency Planning function can therefore be split into 3 keys areas.</p> <ol style="list-style-type: none"> 1. Preparing and maintaining plans and policies in accordance with the latest legislation, best practice and guidance. 2. Ensuring that the organisation has in place the resources and training to respond to an emergency. 3. Supporting our communities and businesses in building their resilience to events such as floods, storms or power outages. <p>Reduced resources impact on the Council's ability to deliver good quality services. A sufficient service response is heavily reliant on the availability of volunteer staff who are trained and competent.</p> <p>Reliance on staff from neighbouring authorities to be available under the MOU.</p> <p>Business Continuity plans lacking - The impact of an emergency affecting business continuity of core services.</p>	<p>Inadequate civil contingency arrangements resulting in failure to respond appropriately to a major incident or civil emergency within or adjacent to the District. The incident may be severe weather, industrial accidents, transport accident, virus pandemic, technological, civil unrest, terrorism, power failures, nationwide fuel shortage, etc</p> <p>The triggers to cause the authority to fail in responding to its statutory duties would be:</p> <ol style="list-style-type: none"> 1.Plans: <ul style="list-style-type: none"> • not maintained or updated, • not tied to key countywide supporting documents or plans 2.Resources <ul style="list-style-type: none"> • Staff not sufficiently trained, inability to perform statutory role during emergency due to lack of knowledge or skills • insufficient number of staff available, key people leave or are unavailable for work (volunteer teams are most vulnerable). • MOU with neighbouring authorities not maintained or meeting own demands. 	<p>District Wide</p> <ul style="list-style-type: none"> • Possible loss of life or serious harm or injury to residents and/or staff. • Loss of physical assets e.g. premises • Ineffective response to an incident causes extended disruption. • Vulnerable residents at risk through lack of core service delivery. • Delays in recovery phase <p>Council</p> <ul style="list-style-type: none"> • Lack of preparedness results in the inability to deliver key/critical services e.g. benefits, refuse collection, homelessness applications, food inspections, etc. • Increased short term demand for services e.g. housing - alternative accommodation, repairs, waste team clean up operation • Major impact on reputation if the Council is perceived to not provide an adequate response. • Council facing Public Inquiry – risk of cost, reputation and public trust • Priorities and projects are not delivered.

Vulnerability	Trigger	Consequence
<p>Insufficient funds - Bellwin only covers cost of response once certain criteria are met, if under BDC responsibility, Recovery not covered by Bellwin.</p>	<ul style="list-style-type: none"> • Arrangements not in place/maintained to ensure sufficient resources available ie provision of rest centres in response to civil emergency. <p>3. Resilience</p> <ul style="list-style-type: none"> • Communities and businesses not supported by local authority • No community/parish emergency plans in place-no joint working with BDC • Businesses not prepared with business continuity plans-BDC not providing support and advice 	

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>New Communications & Media plan</p> <p>A new Rest Centres plan which sees all Essex local authorities using the same best practice procedures, documentation and equipment.</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>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>Deliver training programme incl: crisis communication training, Communications training for Management Board, Leader and Deputy Leader.</p> <p>Dialogue with partner organisations</p> <p>Oversee implementation</p> <p>Dialogue with partner organisations</p>	Corporate Director	Service and performance levels delivered as planned.	Annual		<p>Training delivered: senior/tactical training, recovery training, logistics training, rest centre 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>Developing arrangements with our leisure partner Fusion to provide support during an emergency.</p>

Risk: Information Management and Cyber Security – 9

Risk Rating – C2 (New)

Management Board Owner – Corporate Director (CF)

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 the General Data Protection Regulations reduces our ability to carry out services effectively and creates significant extra work for staff.</p>	<p>GDPR Regulations commencing 25th May 2018</p> <p>Cyber attack Hacking Distributed Denial of service Phishing/Spear Phishing Ransomware Emerging threats</p> <p>Information Security incident</p> <p>Loss of computer systems</p> <p>Loss of access to physical information through emergency incident</p> <p>Staff lose or do not manage data effectively</p>	<p>Loss of ability to deliver service/degradation in service</p> <p>Loss of reputation</p> <p>Enforcement from Information Commissioner's Office with a potentially significant fine</p> <p>Inability to collect/payout money to customers</p> <p>Inability to share customer data with partners</p> <p>The Council cannot meet its requirements under the General Data Protection Regulations</p> <p>The Council is not able to adequately manage its information, which would then prevent it from being able to carry out services effectively.</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>Information management and 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>Implementation of GDPR project plan</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>	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		Project Plan to deliver against GDPR

Strategic Investment - 10

Risk rating C2 (new)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has identified capital investment as a key Corporate priority for the District and approved ring-fenced funding of £28m for the District Investment Strategy.</p> <p>Investment intervention is required to support planned housing and population growth in the District.</p> <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>Capital investments must make a positive financial return for BDC.</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>Changes in central government policy could result in BDC being unable to secure prudential borrowing at preferential rates to support investment.</p> <p>Brexit and other macroeconomic uncertainties may adversely affect BDC's ability to deliver financially viable capital investments: for example, increased construction costs, house price deflation, commercial rent deflation.</p> <p>Failure to secure planning consent on development projects.</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.</p> <p>Prolonged period (>six months) of house price deflation.</p> <p>Prolonged period (>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>	<ul style="list-style-type: none"> • Lack of infrastructure could inhibit delivery of Local Plan housing numbers • Approved schemes already in development may not achieve required financial return • Potential for existing businesses/jobs relocating outside of District • Fewer new businesses/jobs being created • Falling Gross Value Added (GVA) in the District • Loss of revenue growth in Council Tax and Business Rates

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
£28m District Investment reserve approved and ring-fenced.	Continual monitoring of costs and spend.	Chief Executive Corporate Director (JH)	Delivery of all projects approved via District Investment Strategy	Quarterly		Braintree Enterprise Centre Phase 2 projected to complete within approved budget and generate approved level of return.
All investment opportunities rely on cost/value advice provided by expert third party specialists.	Continued use of expert third parties to provide comprehensive cost estimates and advice of market trends.		Delivery of all projects to budget and approved financial return			Consistent presentation of detailed costs to all BDC approval bodies. Close joint-working with Finance Team to model financial impact of all opportunities.
All investment opportunities appraised via industry-standard development software.	Consistent modelling to agreed financial parameters.		Delivery of all projects to budget and approved financial return			Acquisition, training and implementation of 'Argus Developer' software.
Strong working relationship with Essex County Council, Haven Gateway, the South East Local Enterprise Partnership (LEP), Homes England on major projects and key priorities	Increased networking and promotion of BDC's investment aspirations with key external stakeholders and potential funders. Continue to source local and national funding sources which could provide grants for key projects.		Leverage of third party funding to support BDC capital projects			£250k ECC design grant secured on I-Construct and Manor Street projects. £4.95m DoT funding secured on Mill Slips project. Residential site included within Homes England's Accelerated Construction Programme.
Early engagement with relevant BDC teams (Asset Management, Operations) to ensure early engagement on scheme design to ensure end product is lettable and fit-for-purpose.	Implementation of timely, high-quality marketing strategies for all development projects.		Sale/letting of new properties at approved levels and to approved timescales.			Procurement of expert commercial and property agents to advise on achievable values, marketing and sales rates.
Procurement of appropriate architects and planning consultants for each scheme.	Early engagement with Planning Team and judicious use of the pre-application process.		Achievement of detailed planning consent first time, every time.			Detailed planning consent secured for Braintree Enterprise Centre Phase 2.

Emergency Planning Annual Report		Agenda No: 8a
Portfolio	Environment and Place	
Corporate Outcome:	Residents live well in healthy and resilient communities where residents feel supported	
Report presented by:	Councillor Mrs Wendy Schmitt, Cabinet Member for Environment and Place	
Report prepared by:	Mark Wilson, Sustainability Manager	
Background Papers:		Public Report
Civil Contingencies Act 2004 Braintree District Council Emergency Plan		Key Decision: No
Executive Summary:		
A report setting out progress of the Emergency Planning work programme through 2017-18 financial year and the work programme for the forthcoming year for consideration.		
Recommended Decision:		
To note the report.		
Purpose of Decision:		
To inform Members of the work undertaken during 2017-18 and the forthcoming work programme for 2018-19 to ensure compliance with the roles and responsibilities of Local Authorities under the Civil Contingencies Act 2004 as a Category 1 responder, to plan for and to respond to major emergencies.		

Any Corporate implications in relation to the following should be explained in detail.	
Financial:	Meeting the financial costs of delivering our emergency planning and recovery role during a civil emergency. Applying for Bellwin financial assistance to support response.
Legal:	Meeting the statutory obligations of the Civil Contingencies Act 2004.
Safeguarding:	Individual plans and processes that contribute to emergency planning will consider any safeguarding implications at the design or review stage.
Equalities/Diversity:	The Emergency Response Plan has been written as part of the Council's responsibilities to protect and assist the community in so far as is reasonable in any emergency circumstances. All steps have been taken to ensure that no member of the community shall be unfairly treated, discriminated against or disadvantaged as a result of the procedures, services and response to an emergency.
Customer Impact:	The key objective of Emergency Planning is the preservation of life. Restoration to 'new normal' following a major incident.
Environment and Climate Change:	Ensuring we have the ability to respond to the impacts of climate change and to work with partner organisations to mitigate the impacts of any incident on the environment.
Consultation/Community Engagement:	Annual consultation with parish councils for preparation of parish emergency plans.
Risks:	Plans not maintained, staff not sufficiently trained, communities and businesses not supported.
Officer Contact:	Mark Wilson
Designation:	Sustainability Manager
Ext. No:	2325
E-mail:	mark.wilson@braintree.gov.uk

1. Introduction

- 1.1 Incidents during 2017, including the Grenfell Tower fire and the Manchester Arena bombing, are unfortunately recent reminders of the importance of being prepared for an emergency. Braintree District Council has responsibilities under the Civil Contingencies Act 2004 (CCA) as a Category 1 responder, to plan and respond to major emergencies working alongside the blue light services.
- 1.2 Part 1 of the CCA 2004 places legal obligations on Emergency Services and Local Authorities to assess the risk of, plan and exercise for emergencies as well as undertake business continuity management.
- 1.3 The Council's Emergency Planning function can therefore be split into 3 key areas.
 - 1. Preparing and maintaining plans and policies in accordance with the latest legislation, best practice and guidance.
 - 2. Ensuring that the organisation has in place the resources and training to respond to an emergency.
 - 3. Supporting our communities and businesses in building their resilience to events such as floods, storms or power outages.
- 1.4 This report sets out progress against the above priorities and obligations.

2. Progress in key areas

2.1 Plans and Guidance

- 2.1.1 The Council has recently produced a new Emergency Plan that has been peer reviewed; the plan reflects the latest legislation, guidance and best practice. The new Plan will be adopted for a 2 year period and then reviewed to ensure it is fully compliant with the latest guidance.
- 2.1.2 A redacted public version of the plan will shortly be made available for our residents. The public version will use the normal channels as well as using Twitter/Facebook to bring the plan to our residents' attention.
- 2.1.3 One important development last year was the development of a cross-county emergency rest centre plan which sees all Essex Local Authorities now using the same best practice, procedures, documentation and equipment when setting up an emergency rest centre. Working to the same methodology and using the same equipment makes it far more practical for Local Authorities offering 'mutual' aid to their neighbouring Authority.
- 2.1.4 Also during last year a Members' Protocol has been produced setting out guidance for Members during an emergency, a copy of the protocol is available on the Members' Hub alongside additional information and other links to emergency planning guidance documents.

2.2 Resources and training

- 2.2.1 The Council held a senior and tactical level Crisis Management Exercise for senior managers in September 2017. The exercise was facilitated and supported by the Ministry of Defence providing a 'live' scenario to assist the development of emergency planning skills.
- 2.2.2 An emergency incident may require a response over and above the resources available to any single authority. In this instance other local authorities can be called upon to provide assistance, this is known as Mutual Aid. New agreements have now been put in place between all Essex authorities to assist one another in times of emergency. Braintree District Council is currently strengthening its procedures to receive Mutual Aid.
- 2.2.3 Like all Local Authorities, Braintree District Council does not have enough volunteers to call upon in the event of an emergency. The Human Resources Department has agreed that all new starters will have a requirement to assist in emergencies; this will be clearly stated in their job description. We are developing arrangements with our leisure partner, Fusion Lifestyle, to engage their staff in providing support during an emergency.
- 2.2.4 Training for existing staff is essential and required under the CCA 2004, where suitable courses have been identified staff have been encouraged to take part. Training undertaken this year:
- Strategic command training
 - Tactical emergency planning training;
 - Recovery training;
 - Logistics training;
 - Crisis communication training for our Marketing & Communications team;
 - Communications training for the Council Leader, Deputy Leader and Management Board;
 - Rest centre training.
- 2.2.5 Work is ongoing to extend the number of premises available to the Council to act as rest centres in times of an emergency; Officers are looking to instigate formal agreements to cement this provision of a number of new premises throughout the District.
- 2.2.6 To ensure the sharing of best practice and maintaining relationships with other Local Authority and partner organisations, Braintree District Council Officers play an active role in the Essex Resilience Forum (ERF). The Essex Resilience Forum is a multi-agency partnership, made up of Local Councils in Essex, Emergency Services, Health Providers, the voluntary sector and many more organisations - working together to plan and prepare for a multi-agency response to a major emergency.

2.3 Community Resilience

- 2.3.1 One of the statutory duties the CCA 2004 places on the Council is to ensure all Parish Council's throughout our District are able to respond in an emergency, ensuring community resilience. This priority was recently reaffirmed by a ministerial letter setting out the expected role of the Local Authority in building community resilience.
- 2.3.2 The term *Community Resilience* means that there is a sustained ability of a local community to utilise available resources (energy, communication, transportation, food, etc.) to respond to, withstand, and recover from adverse situations. It also includes the ability for that community to adapt and recover after the emergency.
- 2.3.3 Officers have been in contact with all Parish Council's within the District to ensure they have their own emergency plans in place and provide guidance to Parishes where required.
- 2.3.4 The business community plays an important role in recovery after a disaster. Therefore, there is another statutory duty for Local Authorities under the CCA 2004 to help local business draw up their own Business Continuity plans. The Council has produced a Business Continuity publication which aids local business draw up their plans.
- 2.3.5 Protecting our vulnerable residents in an emergency is a priority. To ensure that the most vulnerable are protected during the harsh winter months officers run an annual Get Ready for Winter campaign which provides advice on cold weather related health issues and personal resilience, advice on energy conservation, keeping warm and financial discounts for domestic measures and more importantly information on what to do in an emergency.
- 2.3.6 In addition the Council disseminates emergency info via Twitter (main BDC a/c in addition to @BDCPrepared). We also issue emergency alerts sent via Tell Me More platform – currently receiving highest 'click rate' of all subjects on this channel.

3. **Work programme 2018-19**

Building on the progress made in 2017-18 the key areas for the Council's Emergency Planning development in 2018-19 are set out below.

3.1 Plans

- 3.1.1 Recovery Plan – A comprehensive plan will be developed over the next year with guidance from Emergency Planning colleagues across the County and input from services across the organisation.
- 3.1.2 The following risk specific emergency plans will be reviewed over the next year:
- Flu Plan
 - Flooding Plan
 - Severe Weather Plan.

3.1.3 The Council will look to adopt the Countywide ERF supporting plans (multi agency flood, media, and humanitarian assistance).

3.2 Training

3.2.1 The following Emergency Planning training will take place over the next year:

- Strategic and tactical command training
- Loggist training;
- Rest centre training;
- Joint Emergency Services Inter-operability Programme (JESIP) training.

3.2.2 The intention is to develop a computer-based Emergency Planning e-learning module.

3.2.3 Provide training for those Members likely to form an emergency committee to be familiarised with Emergency Planning guidance and information.

3.3 Community Resilience

3.3.1 To improve Community Resilience during 2018-19 the Council will:

- Encourage our local communities to become more resilient and prepare for emergencies by developing an award programme to recognise progress and improvement.
- Develop a revised booklet for local small business to help them draw up their own business continuity plans with assistance from the Economic development team.
- Increase awareness of Community Risks by promoting a new format of information on the basis of “What we are doing” but concentrating more on, “what you can do to help yourself”.
- Continue to develop and maintain the essential partnerships with our voluntary organisations, Parishes, Emergency Services and NHS England/Mid Essex to ensure our local communities are best prepared to deal with an emergency.

North Essex Parking Partnership – New Service Level Agreement for Off-Street Parking Management and Enforcement within the Braintree District.		Agenda No: 8b
Portfolio	Environment and Place	
Corporate Outcome:	A sustainable environment and a great place to live, work and play. A prosperous district that attracts business growth and provides high quality employment opportunities.	
Report presented by:	Councillor Mrs Wendy Schmitt, Cabinet Member for Environment and Place	
Report prepared by:	Paul Partridge, Head of Operations	
Background Papers:	Public Report	
NEPP Joint Committee (On-Street) – 22 June 2017. NEPP Joint Committee (Off-Street) – 14 December 2017	Key Decision: Yes	
Executive Summary:		
<p>The North Essex Parking Partnership (NEPP) was established by Essex County Council (ECC) in April 2011 to deliver <u>On-Street</u> parking operations across North Essex. It is governed by an Agreement between ECC and the NEPP who reports to the Joint Working Committee for On-Street Parking comprising representatives from each of the six Partner Authorities.</p> <p>An Annex to the Agreement made provision for Partners to include their <u>Off-street</u> parking operations. This option was exercised by Braintree, Harlow and Uttlesford District Councils, Epping Forest District Council (who withdrew from 1 April 2017) and Colchester Borough Council, who jointly fund the service. The function was governed by the Joint Working Sub-Committee for Off-Street Parking comprising Members from participating Authorities. Councillor Richard van Dulken represents Braintree District Council on both the On-Street and Off-Street Committees.</p> <p>The original On-Street Agreement has been extended by ECC for 4 years up to and including 31 March 2022, however, whilst the option to extend the Off-Street element remains, it is subject to change in that a new operating model was adopted by the Off-Street Sub-Committee on 14 December 2017 (effective 1 April 2018). At that meeting, Members agreed to disband the Sub-Committee and replace the current shared service delivery model with a more traditional client/contractor arrangement based on a Service Level Agreement (SLA). This will be tailored to each Authority’s needs and priced to reflect the level of service requested. Members also resolved to disburse the surplus reserves accrued (the one-off share to come back to Braintree is £23k).</p>		

In all other respects there is no change: the On-Street Committee will continue, as will the collaborative approach and joint working between partner authorities, ensuring that there is still an opportunity for broader discussions around Off-Street parking as required.

Braintree District Council and the other three Authorities who receive the Off-Street service are currently in negotiation with the NEPP to agree their respective SLAs and annual contributions.

Braintree District Council is not seeking any fundamental change in service levels, therefore the Council's negotiations are mainly around the annual financial contribution and the duration of the Agreement (anything from 1 to 4 years).

The annual cost of the new SLA will depend on the term agreed by the Council. The NEPP has offered a reduction of c.3% off the cost of an annual SLA, if the Council opt for a 4-year term up to 31st March 2022.

The budget for 2018/19 is £161,460 with a 2% increase applied for inflation in subsequent years. Based on indicative costs from the NEPP, there will be an additional base budget requirement of £76,530 over a 4 year period if the Council opt for a 12-month SLA, renewed annually.

Alternatively, if the Council opt for a 4-year SLA, the additional budgetary requirement reduces to £50,930 over that period. This could be offset partly by using the 'one off' surplus reserve of £23,000 (subject to Cabinet approval) meaning that no increase to the base budget would be required until 2021/22.

Negotiations are continuing with the NEPP and these are unlikely to have been concluded in advance of this meeting. Cabinet approval is therefore being sought to delegate responsibility to the Deputy Leader and Cabinet Member Environment and Place and the Acting Corporate Director to agree the final content and cost of the SLA.

Recommended Decisions:

1. To note the disbandment of the NEPP Off-Street Parking Sub-Committee and the new operating model based on an individual Service Level Agreement with Braintree District Council, commencing 1 April 2018, covering the operational management and enforcement of its car parks;
2. To affirm that the Council will continue to delegate the operational management and enforcement function in its car parks to the NEPP; and
3. To give delegated authority to the Deputy Leader of the Council and Cabinet Member Environment and Place and the Acting Corporate Director, to agree the content and term of the SLA, and the Council's annual financial contribution to the NEPP in the event that negotiations are not completed by the date of this Cabinet Meeting (12th March 2018).

Purpose of Decision:

To maintain continuity of an effective operational management and parking enforcement service at the Council's public car parks that delivers value for money.

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

The value of the NEPP Service Level Agreement is subject to further discussion. However, the NEPP has provided indicative costs based on a 1yr or 4yr term. The costs and financial implications for Braintree District Council are set out in the table below.

1-Year SLA (annual renewal)

Budget Implications	2018/19	2019/20	2020/21	2021/22	TOTAL
NEPP cost	175,000	182,000	189,000	196,000	742,000
BDC base budget (+2% inflation pa)	(161,460)	(164,690)	(167,980)	(171,340)	(665,470)
Shortfall in base budget	13,540	17,310	21,020	24,660	76,530
Contribution from NEPP reserves*	(13,540)	(9,460)	0	0	(23,000)
Shortfall in base budget	0	7,850	21,020	24,660	53,530

4-Year SLA

Budget Implications	2018/19	2019/20	2020/21	2021/22	TOTAL
NEPP cost	168,900	175,700	182,500	189,300	716,400
BDC Base Budget (+2% inflation pa)	(161,460)	(164,690)	(167,980)	(171,340)	(665,470)
Increase in base budget required	7,440	11,010	14,520	17,960	50,930
Contribution from NEPP reserves *	(7,440)	(11,010)	(4,550)	0	(23,000)
Shortfall in base budget	0	0	9,970	17,960	27,930

* Subject to Cabinet approval.

If Members agree to offset the costs using the NEPP reserve (£23k), this will result in an increased base budget requirement of £53,530 for a 1-year SLA or £27,930 for a 4-year SLA over the 4 year period to March 2022.

Alternatively, if the reserve is not used, the additional base budget requirement will be £76,530 for a single year or £50,930 for a 4-year SLA over the 4 year period.

Legal:

As a result of the decision taken by the NEPP Off-Street Parking Sub-Committee on 14 December 2017, the Sub-Committee will be disbanded and the NEPP will enter into individual SLAs with Braintree District Council and the other Partner Authorities from 1 April 2018.

The Joint On-Street Committee will remain unchanged under the existing Contract with Essex County Council.

Safeguarding:

There are no implications arising from this report.

Equalities/Diversity:

There are no implications arising from this report.

Customer Impact:	There will be no impact on customer service standards arising from this report.
Environment and Climate Change:	There are no implications arising from this report.
Consultation/Community Engagement:	No consultation is necessary in relation to the changes arising from this report.
Risks:	<p>The main risk arising from the cessation of the Off-Street Parking Sub-Committee is as follows:</p> <ul style="list-style-type: none"> • Moving to an operational model (SLA) means the Council's position changes from being part of a wider decision making body to a contractual output arrangement (client/contractor) based on the new SLA with the NEPP. This could limit the Council's ability (along with that of the other partners) to directly control and influence the management of the off-street function, both politically and operationally. • The NEPP could request an increase its charge for delivering the off-street function (requiring increases in the base budget) but this would be subject to negotiation.
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1. PURPOSE OF REPORT

- 1.1 To note the disbandment of the NEPP Joint Off-Street Parking Sub-Committee from 1 April 2018 and changes to the operating model of the Off-Street service delivered by the NEPP; and to seek approval of the use of delegated powers to finalise the terms and cost of the Council's new Service Level Agreement (SLA) with the NEPP with effect from that date.

2. BACKGROUND

- 2.1 The North Essex Parking Partnership (NEPP) was formed in April 2011 and was broadly based on the model adopted by the original Parking Partnership (2008) comprising Braintree and Uttlesford District Councils and Colchester Borough Council (the Lead Authority). The Parking Partnership covered both On and Off-Street parking, whereas the NEPP focuses primarily on the On-Street function, but with an option for Partner Authorities to buy in to an Off-Street service for the management and enforcement of their car parks should they wish to do so.
- 2.2 Braintree District Council opted to include its Off-street function, but retained overall responsibility for the strategic and policy functions including setting tariffs and managing the assets. The cost model for this was based on the services set out in the original Parking Partnership Agreement back in 2008. Colchester, Uttlesford and Harlow Councils also opted in and, collectively, the authorities fund the Off-Street service. (Epping Council joined in 2012, but withdrew from the arrangement in 2017.)
- 2.3 The annual contributions paid by Braintree and Uttlesford Councils are based on the budgets transferred from the original Parking Partnership, plus an annual inflation allowance. In 2017/18, the annual contribution from Braintree District Council was £158,290.
- 2.4 The NEPP reports to the Joint Parking Committee (JPC) of Essex County Council (ECC). The six District and Borough Councils (Colchester, Braintree, Uttlesford, Tendring, Epping Forest and Harlow) are members of the JPC and are represented by Executive Members at Committee Meetings. The Off-Street function is governed by a Sub-Committee of the JPC and the Council's Deputy Cabinet Member Councillor Richard van Dulken, serves on both Committees.
- 2.5 The On-Street Parking contract with Colchester Borough Council (as the Lead Authority for the NEPP) has been extended by Essex County Council (ECC) for a further 4 years up to and including 31 March 2022 and the Annex covering Off-Street Parking enforcement has also been extended over this period. This prompted the NEPP to review the way it manages and delivers the Off-Street service as, in their view, the contributions from participating Authorities do not match the level of service being delivered.

3. NEW OPERATING MODEL FOR OFF-STREET PARKING

- 3.1 At its meeting on 14th December 2017 the Off-Street Parking Sub-Committee approved the transfer of operations to a revised operating model from 1 April

2018. The new model moves away from a shared SLA overseen by a Sub-Committee to a separate SLA for each participating Authority geared to their particular requirements, with costs based on the actual services commissioned. Members also agreed to disband the Sub-Committee and disburse any reserves accrued to each partner authority.

3.2 The change was prompted mainly by the following issues:-

- a) The need for the 4 remaining Authorities using the Off-Street element of the service to reach agreement on how this should operate until 2022.
- b) A desire to address historical funding issues that had caused concern amongst partner Authorities where it was felt that contributions from some Councils did not match the level of service being delivered. The new model will ensure fairness by ensuring that contributions are matched to the allocation of resources and agreed between the NEPP and each Authority.
- c) To facilitate the development of services that meet individual needs and allow for better budget planning.
- d) A strong belief that any changes to the current arrangements should be of mutual benefit i.e. they should suit both parties and thus encourage continuity of service in the years ahead.

3.3 The new arrangement requires the Council to clarify the level of service it requires which the NEPP will cost from a zero base to determine our annual contribution from 1 April 2018.

4. CONSIDERATIONS

- 4.1 Local Authorities can procure services from each other under the appropriate legislation (Public Contracts Regulations 2015) without using a procurement specific tendering process.
- 4.2 Based on our experience over many years, it is considered that the NEPP (led by Colchester Borough Council) provides value for money and the standard and quality of the service received is very high. In addition, the NEPP gives the Council access to a considerable wealth of parking skills, knowledge, experience and partnership working that has directly contributed to the success of the current management and operation of the Council's car parks.
- 4.3 A decision has already been taken by the Off-Street Committee to change from a shared services model to an individual operating model according to an agreed specification. Consequently, if the Council want the NEPP to continue providing the off-street service, there is no option but to enter into a new SLA with them from 1 April 2018. The new SLA can be limited to just one year, providing the Council gives 12 months' notice of its intention to leave the Partnership on 1 April 2019. Alternatively the Council can negotiate an SLA with the NEPP based on a 4 year term.
- 4.4 If the Council were to give the NEPP notice, the only real advantage is that it would keep the Council's options open. However, unless there is any

deterioration in the service provided under the new SLA or the annual charge increases significantly above the annual cost of inflation, there is no real benefit in the Council giving notice. This can, of course, be kept under review and the Council can always undertake soft-market testing of the service in the future if required.

- 4.5 Given the close relationship between On and Off-Street parking enforcement, there will still be an opportunity for all Partners to hold discussions about Off-Street matters at the On-Street Committee. This would also provide the benefit of having all Members of the North Essex Parking Partnership in attendance allowing for wider policy discussions.
- 4.6 There is some economy of scale to be achieved by the NEPP in undertaking the Council's off-street function given that their Civil Enforcement Officers are already patrolling/enforcing On-Street parking in the Braintree District; this is reflected in their charges. If we were to engage a new service provider, this would be more expensive as their costs would be for a single operation.

5. PROGRESS ON NEGOTIATIONS TO DATE

- 5.1 Over the past few months, Officers have met with their counterparts at the NEPP to develop a new SLA broadly geared to existing service levels.

Negotiations are ongoing in relation to the annual contribution to be paid to the NEPP for this service.

6. FINANCIAL IMPLICATIONS

- 6.1 Braintree District Council's budget for the NEPP in 2017/18 is £158,290.
- 6.2 Under the current Off-Street operating model, any surpluses at year end are accrued by the NEPP and held in reserve. As at 31 March 2017 this stood at £179,995. The Council's entitlement based on its annual contribution is a 'one off' sum of £23,000.

The NEPP proposes to distribute the reserves at the end of the current financial year to coincide with the disbandment of the Off-Street Parking Committee.

- 6.3 The tables below show *indicative* costs of a new SLA based on a 1 year or 4 year term.

The figures are based on the level of service requested by the Council, which includes the NEPP retaining a presence at George Yard Multi-Story Car Park (GYMSCP) during its opening hours. This cost of the latter (£30k) has not been included in the SLA, as the NEPP has a central office at GYMSCP for its On-Street operation and is currently able to absorb the Council's off-street requirement within this.

1-Year SLA (annual renewal)

Budget Implications	2018/19	2019/20	2020/21	2021/22	TOTAL
NEPP cost	175,000	182,000	189,000	196,000	742,000
BDC base budget (+2% inflation pa)	(161,460)	(164,690)	(167,980)	(171,340)	(665,470)
Shortfall in base budget	13,540	17,310	21,020	24,660	76,530
Contribution from NEPP reserves*	(13,540)	(9,460)	0	0	(23,000)
Shortfall in base budget	0	7,850	21,020	24,660	53,530

4-Year SLA

Budget Implications	2018/19	2019/20	2020/21	2021/22	TOTAL
NEPP cost	168,900	175,700	182,500	189,300	716,400
BDC Base Budget (+2% inflation pa)	(161,460)	(164,690)	(167,980)	(171,340)	(665,470)
Increase in base budget required	7,440	11,010	14,520	17,960	50,930
Contribution from NEPP reserves *	(7,440)	(11,010)	(4,550)	0	(23,000)
Shortfall in base budget	0	0	9,970	17,960	27,930

* Subject to Cabinet approval.

The SLA incorporates an annual review to be undertaken prior to the respective Councils' budget setting processes and this may result in a decrease in contributions or conversely an increase to reflect market changes (e.g. fuel prices).

Using the £23k NEPP reserve, if a 4-year SLA was agreed, no increase in base budget would be required until year 3, as this would be sufficient to cover the first 2 years and part of the 3rd year costs (providing there is no increase imposed by the NEPP). Over the 4-year term of the SLA, taking into account the use of the reserve, the additional base budget requirement will be £27,930 as opposed to £53,530 if Members opt for an annual SLA.

- 6.4 As negotiations are likely to continue beyond the date of this Cabinet meeting (12th March 2018), delegated authority is being sought to agree the final terms of the SLA including the annual contribution to be paid to the NEPP.

7. CONCLUSIONS

- 7.1 If the Council wishes the NEPP to continue to undertake the operational management and enforcement of its car parks from 1 April 2018, it will need to enter into a new SLA with the NEPP. This can be limited to just one year providing the Council gives the NEPP notice by 1 April 2018 or for a full 4-year term.
- 7.2 The NEPP has proved a very reliable service provider and has delivered value for money and a high quality of service over the past 10 years. The Council has benefited from their wealth of knowledge and experience and both organisations have enjoyed a mutually beneficial partnership arrangement. On that basis, Officers recommend that the Council continues to delegate the operational management and enforcement of its car parks to the NEPP.
- 7.3 Based on the financial information set out at 6.3 above, the best option would be to enter into a 4-year SLA with the NEPP, subject to agreeing the final value of the SLA. This would maintain service resilience and business continuity and

would not preclude us from considering alternative options in the future and invoking the notice period if the Council wished to find a new service provider.

Adoption of New Powers to Control Littering		Agenda No: 8c
Portfolio	Environment and Place	
Corporate Outcome:	A sustainable environment and a great place to live, work and play.	
Report presented by:	Councillor Mrs Wendy Schmitt, Cabinet Member for Environment and Place	
Report prepared by:	Paul Partridge, Head of Operations	
Background Papers:		Public Report
<p>The Environmental Protection Act 1990. The Environmental Offences (Fixed Penalties) (England) Regulations 2017 The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 Braintree District Council's Enforcement Policy 2011 Litter Strategy for England 2017</p>		Key Decision: No
Executive Summary:		
<p>Cleaning up our streets and countryside currently costs the taxpayer in England almost £800 million a year, yet the levels of fixed penalties for this type of offence have not changed since 2006. If this had been adjusted for inflation, the maximum penalty of £80 in 2006 would now be £100. Currently the penalty in the Braintree District is £75 reduced to £50 if paid early.</p> <p>From 1 April 2018, new powers come into force that will almost double the maximum fixed penalty for dropping litter from £80 to £150 and the default penalty will also increase from £75 to £100. From 1 April 2019, the <i>minimum</i> penalty will increase from £50 to £65. There is no default for early payment, but it must not be set at less than £50. Local Authorities may set the penalties at any amount within these boundaries that they consider appropriate for their area.</p> <p>The changes follow a public consultation as part of the launch of England's first ever Litter Strategy in April 2017, the results of which showed that 85% respondents were in favour of increasing on-the-spot fines for littering.</p> <p>In addition, there will be new powers to discourage littering from vehicles as, for the first time, Local Authorities (outside of London) will be able to issue a Penalty Charge Notice (civil fine) to the Registered Keeper of a vehicle for littering if it can be proven that the litter was thrown from their car – even if it was discarded by someone else. These powers will be used where the perpetrator cannot be identified.</p>		

The Government is clear that Councils must not abuse the new powers to impose increased fines and they should take account of local circumstances such as ability to pay when setting the level of these fines.

If Members were to adopt the maximum amount of £150, there is a risk that more notices would be unpaid, forcing the Council to take legal action or civil proceedings to recover the debt. This can be a costly affair both in terms of time and budgets.

Offering an early payment discount encourages the offender to pay the notice, but again this needs to be affordable as setting it too high may negate the incentive.

It is therefore proposed that Members adopt the default amount of £100, with a reduction to £75 if paid early for all penalties for littering issued in the Braintree District from 1 April 2018. As the reduced payment is above the minimum penalty that must be imposed from 1 April 2019, there will be no need for Members to make a separate decision in a year's time.

Recommended Decision:

Cabinet is RECOMMENDED to:

- (1) Adopt the new powers available to Local Authorities to deal with littering; and
- (2) Set the level of penalty to be applied for littering in the Braintree District from 1 April 2018 at £100 discounted to £75 if paid within 10 days of issue.

Purpose of Decision:

To enable the Council to implement new powers to control littering within the District.

Corporate implications in relation to the following should be explained in detail.	
Financial:	Potential increase in income depending on the level of penalty set, although if Members opt for the highest level of penalty, this could result in fewer penalties being paid and thus a need to pursue debt recovery, with its associated costs.
Legal:	The relevant Legislation and legal implications are set out in the body of this report.
Safeguarding:	Not applicable.
Equalities/Diversity:	No negative equality impacts have been identified should the recommendations of this report be agreed by Cabinet.
Customer Impact:	A cleaner environment for residents and visitors. Satisfaction in knowing that offenders have been penalised for their anti-social behaviour.
Environment and Climate Change:	The new Legislation provides a prompt and effective deterrent to littering, helping to maintain a clean environment.
Consultation/Community Engagement:	The introduction of the new powers will be advertised through news releases, social and web media and included in any anti-littering campaigns.
Risks:	There may be some additional costs involved in implementing Civil Recovery Proceedings in the event of non-payment of Penalty Charge Notices, but this is unlikely to be significant and could be recouped from the increased income arising from the higher penalty charges.
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1. Purpose

To inform Cabinet of changes to legislation that have been introduced to help control littering and to determine an appropriate level of penalty for offences in the Braintree District within the parameters set out in the Legislation.

2. Introduction

Littering and associated environmental offences blight our communities and impose avoidable costs on the public purse, drawing money away from other priorities.

In April 2017, the Government published a consultation document, alongside its Litter Strategy for England, seeking views on various issues including whether fines for littering should be increased and proposals to introduce new powers to more effectively control littering from vehicles.

The levels for fixed penalties issued under Section 88 of the Environmental Protection Act 1990 have not changed since 2006, yet adjusting for inflation since that time would put the maximum penalty up from £80 in 2006 to £100 today.

The results of the consultation were unequivocal, with 85% of respondents in favour of increased penalties and broad support from Local Authorities for new powers to apply penalties for litter thrown from a car to the Registered Keeper of the vehicle if the perpetrator cannot be identified.

3. Current Legislative Powers

General Littering Offences: Under Section 87 of the Environmental Protection Act 1990 (EPA), a person is guilty of an offence if he/she throws down, drops or otherwise deposits any litter in any place to which this section applies and fails to pick it up. Currently, Section 88 of the Act allows for a £75.00 FPN to be served on the offender, discounted to £50 for early payment. There is also the option of prosecution which carries a maximum fine of £2,500 on conviction.

Littering from a Vehicle: Under Section 33 of the EPA, if a vehicle is used for a fly tipping offence, the registered keeper has to provide details of the person that used the vehicle or they can be prosecuted for the offence. However, under Section 87 of the EPA, the Registered Keeper of a vehicle cannot be held responsible for *littering* offences committed from their vehicle if these were committed by a third party.

4. New Legislative Powers

From 1 April 2018, under Section 88 of the EPA, the maximum on-the-spot fine that Local Authorities can issue for dropping litter will nearly double from £80 to £150 and the default fine will increase from £75 to £100 (there is no default early payment discount). The minimum fine will also increase from 1 April 2019 from £50 to £65.

Also, for the first time, new powers are being granted to Local Authorities under Section 88A of the EPA that will enable them to impose penalties for littering on the Registered Keeper of a vehicle if it can be proven that litter was thrown from their car – even if it was discarded by one of their passengers.

5. Considerations

The increase in the penalty for littering and the option of being able to make the Registered Keeper of a vehicle responsible for offences committed from their vehicle should prove a more effective deterrent and result in a reduction in roadside and other litter. However, this does not mean that a Penalty Charge Notices (PCN) will be served on the Registered Keeper of any vehicle alleged to have had litter discharged from it. Every offence will have to be thoroughly investigated and if there is sufficient evidence of the offence and the perpetrator *can* be identified, an FPN would be issued (as now). A PCN would only be issued to the Registered Keeper in the event that the offence is proven, but the perpetrator cannot be established.

An FPN issued under Section 88 of the EPA relates to *criminal* offences, whereas a PCN issued under Section 88A of the Act relates to *civil* offences. In the case of the former, non-payment can be pursued through the courts i.e. prosecution, however, with civil offences, it would be necessary to implement civil recovery proceedings. Whilst this may incur additional cost, it is unlikely to have any significant budgetary implications as, in most cases, the new powers should encourage the culprit to admit the offence and so an FPN can be served.

In the past 10 months, the Council has issued 56 FPNs for environmental offences of which 40 (71.4%) had been paid as at 31 January 2018. The number issued compares extremely favourably with those from neighbouring authorities.

The Government is clear that Councils must not abuse the new powers to impose increased fines and they should take account of local circumstances such as ability to pay when setting the level for these fines.

If the maximum penalty of £150 is applied, it is likely to increase the risk of notices being unpaid and having to take legal action or civil proceedings to recover the debt. This would escalate costs of the service and take up valuable officer time with no guarantee that costs would be recovered.

The option of having an early payment discount can encourage offenders to pay, but this needs to factor in affordability in order to be a genuine incentive.

If Local Authorities choose not to set an amount, the default penalty will be £100. There is no default discount.

6. Financial Implications

Whilst the new Legislation is not about generating income, increasing the on-the-spot penalty for littering could generate additional revenue, although it is difficult to quantify this.

An effective deterrent, by its very nature, should reduce the overall incidents of littering and thus the number of penalties that need to be issued. Also, if the penalty is not set at an appropriate level, this could result in additional costs being incurred as a result of having to pursue debt recovery.

7. Environmental Implications

Littering is not only unsightly, but may also be hazardous to wildlife and can have a detrimental impact on areas where it is prevalent. The new powers should provide a more effective deterrent to this type of anti-social behaviour and ensure that where an offence has been committed, the perpetrators are held to account.

8. Recommendations

Cabinet is recommended to:

- (i) Adopt the new powers available to local authorities to deal with littering; and
- (ii) Set the new the level of penalty for littering in the Braintree District at £100 reduced to £75 for early payment with effect from 1 April 2018.

Open Spaces Supplementary Planning Document Open Spaces Action Plan		Agenda No: 9a
Portfolio	Planning and Housing	
Corporate Outcome:	A sustainable environment and a great place to live, work and play A well connected and growing district with high quality homes and infrastructure	
Report presented by:	Councillor Mrs Lynette Bowers-Flint, Cabinet Member for Planning and Housing	
Report prepared by:	Stephen Wenlock, District Landscape Architect	
Background Papers:	Public Report	
Open Space Supplementary Planning Document 2009 Braintree Green Spaces Strategy 2008	Key Decision: No	
Executive Summary:		
<p>1) This report introduces the 2018 Edition of the Open Spaces Action Plan (OSAP).</p> <p>2) The Open Spaces Action Plan is a table of outline proposals for the provision and enhancement of open spaces in Braintree District. Its purpose is to demonstrate the need for these and enables Council Officers to identify where financial contributions (being sought from Developers under the Open Spaces Supplementary Planning Document) will be spent.</p> <p>3) The proposals shown require a detailed programme of works to be drawn up and, in some cases, master planning and public consultation, and as they may be reliant on the availability of additional financial resources from grants and public sector resources, the timing of works will be dictated by the date at which sufficient financial resources are available. Members are asked to support the programme of enhancements and provision as the basis for negotiating open space contributions as a planning obligation.</p> <p>4) The original document was endorsed by the Local Area Committees in September 2010, before being proposed to Cabinet who endorsed the document on the 14th February 2011. At the time it was proposed as a document that would be regularly reviewed, updated and brought back to Members accordingly.</p> <p>5) It was subject to extensive revision across 2012, then annual revisions during 2013 – 2018 to keep the document current. Each revision has engaged Parish</p>		

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

- 6) The Open Spaces Action Plan 2018 is the seventh annual revision of the document and has followed the same consultation route (during 2017/18) as previous editions.
- 7) An introduction follows with the general areas of revision listed at the base of this report.

Recommended Decision:

To receive and adopt the [Open Spaces Action Plan 2018](#).

Purpose of Decision:

The plan forms part of the Council's evidence base for securing planning obligations from Developers to enhance existing open spaces, or provide new ones. Adopting the Open Spaces Action Plan 2018 supplants the 2017 edition, updating the currently adopted information.

Any Corporate implications in relation to the following should be explained in detail.	
Financial:	The Open Spaces Action Plan helps secure planning obligations from developers, bringing capital money into the Council at no cost.
Legal:	The Council's planning function requires evidence of local open space needs to support the Open Spaces Supplementary Planning Document when negotiating planning obligations. This evidence is contained in the Open Spaces Action Plan, which will also help defend legal challenge to planning decisions where a Developer refuses to enter into a planning obligation for open space.
Safeguarding:	The Open Spaces Action Plan has no safeguarding impact as it is principally an evidence base for open space need.
Equalities/Diversity:	'Access for All' principals are at the core of the Council's work to design and implement the enhancements made possible by the Open Spaces Action Plan. In this way the document enables us to make our open spaces more able to meet the diverse needs of our residents. Additionally, a proportion of the entries in the Open Spaces Action Plan are directly aimed at improving accessibility to open space.
Customer Impact:	The decision will maximise the potential for enhancing open spaces or providing new open spaces for the benefit of the public.
Environment and Climate Change:	The decision will lead to an improvement in the management quality of the District's environment.
Consultation/Community Engagement:	Parish, Town and Ward Councillors as well as key Council staff have been engaged in the update process, and have been central to it.
Risks:	The current adopted edition of the Open Spaces Action Plan (2017) is now obsolete or inaccurate in places. This could leave the Council open to challenge when negotiating planning obligations and determining the relevant planning applications. The updated version will reduce that risk by making corrections and bringing the document up to date.
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OPEN SPACES ACTION PLAN

1. Introduction

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

2. Background

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

3. Explanation of Table

- 3.1 The table sets out open space proposals by Ward and ownership. For each open space or enhancement proposal the table shows an outline of proposed

works to facilities that already exist (for example to increase their capacity) or proposed work to provide new facilities (for example purchasing land for new public open space, or building a new play facility). The table shows open space deficits as identified by the Green Spaces Strategy as these are clear evidence of a particular type of need. Other supplementary details are also given, including the source of the entry and if there has been any initial public input (letters or petitions received by a Parish Council for example).

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

Please Note: The consultation process took place between 5th October 2017 and 8th December 2017. The information on the Parishes listed below was updated after the consultation period in dialogue with each Parish. The updated information was reviewed by Sarah Burder, Alan Massow and Samir Pandya by 31st January 2018

- 3.4 On the 30th January 2018, representation was received from Castle Hedingham Parish Council, who wished to register their objection to the removal of land at Sudbury Hill, Bailey Street from the OSAP listing for 2018. The entry was removed to align with a decision made by the Local Plan Sub Committee on the 9th March 2017 to not allocate the land a specific use, as the land in question is not in Public control and any allocation would not be deliverable nor capable of meeting the test of soundness as set out in the National Planning Policy Framework. Other entries in the OSAP 2018 for Castle Hedingham are there to provide informal recreation for the parish; should suitable development occur

A list of Parishes updated for 2018 follows overleaf.

Parishes updated for 2018:-

- *Coggeshall (pg.5, 6)*
- *Great Maplestead (pg. 7)*
- *Black Notley (pg. 8)*
- *Halstead (pg. 9, 10)*
- *Terling (pg. 12 – 13)*
- *Castle Hedingham (pg. 13)*
- *Sible Hedingham (pg. 13)*
- *Feering (pg. 14, 15)*
- *Rayne (pg. 16)*
- *Cressing (pg. 17)*
- *Silver End (pg. 17)*
- *Gestingthorpe (pg. 19)*
- *Colne Engaine (pg. 19)*
- *White Colne (pg. 21)*
- *Witham Central (pg. 24)*
- *Great Yeldham (pg. 28)*

Parishes Updated for Allotments section:

- *Hatfield Peverel (pg. 3)*
- *Feering (pg. 4)*
- *Kelvedon (pg. 4)*
- *White Colne (pg. 5)*

Cabinet Member Decisions made under delegated powers		Agenda No: 10a
Portfolio	See body of report	
Corporate Outcome:		
Report presented by:	Not applicable – report for noting	
Report prepared by:	Emma Wisbey, Governance and Member Manager	
Background Papers:	Public Report	
Cabinet Decisions made by individual Cabinet Members under delegated powers.	Key Decision: No	
Executive Summary:		
<p>All delegated decisions taken by individual Cabinet Members are required to be published and listed for information on next Cabinet Agenda following the decision.</p> <p>Since the last Cabinet meeting the following delegated decisions have been taken (details as at time of decision):</p> <p>Councillor J McKee - Cabinet Member for Corporate Services and Asset Management – Decision taken on 1st February 2018</p> <p>That the amended terms for the Council’s Purchase of the head-leasehold interest in the Silver End Doctors Surgery be approved. Also, that the Council acquires the free hold interest in the Silver End Doctors Surgery site at a purchase price of £20,000 plus payment of the vendor’s legal and valuation fees.</p> <p>Councillor J McKee - Cabinet Member for Corporate Services and Asset Management – Decision taken on 2nd February 2018</p> <p>That following consideration of the representations received in respect of the disposal of the Council’s land off Maldon Road, Witham, approval is given to proceed with this transaction.</p> <p>Councillor J McKee - Cabinet Member for Corporate Services and Asset Management – Decision taken on 5th February 2018</p> <p>To confirm the decision to transfer a piece of land at Great Notley (Known as the RAFT) on a 30 year Ground Lease to Great Notley Parish Council to manage and maintain.</p> <p>Councillor W Schmitt – Cabinet Member for Environment and Place – Decision taken on 14th February 2018</p>		

To agree and approve the increase in Commercial Waste Charges from 1st April 2018 to 31st March 2019 as set out in Appendix 1.

Councillor W Schmitt – Cabinet Member for Environment and Place – Decision taken on 15th February 2018

Officers are authorised to commence the process under Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 in response to the request made on 13th December 2017.

Cabinet Decisions made by individual Cabinet Members under delegated decisions can be viewed on the Access to Information page on the Council's website.

www.braintree.gov.uk

Recommended Decision:

For Cabinet to note the delegated decisions.

Purpose of Decision:

The reasons for decision can be found in the individual delegated decision.

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

Financial:	None arising out of this report.
Legal:	None arising out of this report.
Safeguarding:	None arising out of this report.
Equalities/Diversity:	None arising out of this report.
Customer Impact:	None arising out of this report.
Environment and Climate Change:	None arising out of this report.
Consultation/Community Engagement:	None arising out of this report.
Risks:	None arising out of this report.
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