

CABINET AGENDA

Monday 12th July 2021 at 7:15pm

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

This meeting is open to the public - This meeting will be available to view via the
Council's webcast and YouTube channel

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

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

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

Overall Strategy

Councillor G Butland (Leader of the Council)

Innovative Environment

Finance and Corporate Transformation
The Environment

Councillor J McKee
Councillor Mrs W Schmitt

Connecting People, Places and Prosperity

Economic Growth
Housing, Assets and Skills
Planning and Infrastructure

Councillor T Cunningham (Deputy Leader)
Councillor K Bowers
Councillor Mrs G Spray

Supporting Our Communities

Health and Wellbeing
Communities

Councillor P Tattersley
Councillor F Ricci

Cabinet Support Members: Councillors I Pritchard (Innovative Environment),
J Wrench (Connecting People, Places and Prosperity) and Mrs I Parker (Supporting
Our Communities)

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

Members unable to attend the meeting are requested to forward their apologies 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 MEMBER – DECLARATIONS OF MEMBERS' INTERESTS

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

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

Public Question Time – Registration and Speaking:

The Agenda allows for a period of up to 30 minutes for Public Question Time. Members of the public wishing to participate are requested to register by contacting the Governance and Members Team on 01376 552525 or email governance@braintree.gov.uk **by midday on the second working day** before the day of the Committee meeting. For example, if the Committee meeting is due to be held on a Tuesday, the registration deadline is midday on Friday, (where there is a bank holiday Monday you will need to register by midday on the previous Thursday).

The Council reserves the right to decline any requests to register for Public Question Time if they are received after the registration deadline.

All questions or statements should be concise and should be able to be read within 3 minutes allotted for each question/statement.

The Chairman of the Committee has discretion to extend the time allocated for public question time and to amend the order in which questions/statements are presented to the Committee.

Public Attendance at Meetings:

Public attendance is welcomed but is subject to restrictions due to the Council's arrangements for keeping Causeway House COVID secure and visitors' safe.

Public attendance is limited and will be on first come first served basis with priority given to Public Registered Speakers. In order to maintain safe distances, the Council may have to refuse entry to members of the public. The Public will not be able to sit in the Council Chamber, but will be permitted to observe the meeting from a public gallery through a large screen. Alternatively, the Council meetings are webcast and are available via the Council's YouTube Channel and can be viewed by the public as a live broadcast or as a recording following the meeting.

Public speakers and public attendees are required to attend on their own, and where possible only one representative of any community group, family household or Company should attend.

Members of the public intending to come to Causeway House to observe a meeting are recommended to watch the meeting via the webcast or to contact the Governance and Members team to reserve a seat within the public gallery.

Health and Safety/COVID:

Causeway House is a Covid secure building and arrangements are in place to ensure that all visitors are kept safe. Visitors are requested to follow all instructions displayed at Causeway House or given by Officers during the course of their attendance. All visitors will be required to wear a mask or face covering, unless an exemption applies.

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

Documents: Agendas, Reports, Minutes and Public Question Time questions and statements can be accessed via www.braintree.gov.uk

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For further information on how the Council processes data, please see the Council's Privacy Policy. https://www.braintree.gov.uk/info/200136/access_to_information/376/privacy_policy

Mobile Phones:

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Webcast and Audio Recording:

Please note that this meeting will be webcast . You can view webcasts for up to 6 months after the meeting using this link: <http://braintree.public-i.tv/core/portal/home>. The Meeting will also be broadcast via the Council's YouTube Channel.

Comments and Suggestions:

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

PUBLIC SESSION

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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 Cabinet held on 17th May 2021 (copy previously circulated).

4 Public Question Time

(See paragraph above)

5 OVERALL STRATEGY

5a Fourth Quarter and Annual Performance Report 2020-21 6 - 41

6 ENVIRONMENT

6a New Braintree District Council Off-Street Parking Places Order 42 - 46

7 FINANCE AND CORPORATE TRANSFORMATION

7a Strategic Risk Register 47 - 77

7b Microsoft Office Licence procurement 78 - 82

8 HOUSING, ASSETS AND SKILLS

8a Sible Hedingham, Land Disposal for development of a Medical Centre 83 - 86

There is a Confidential Appendix for this report which is exempt from publication of the public agenda in accordance with Paragraph 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended). The meeting of Cabinet will move into private session if Members wish to refer to any information set out within the Confidential Appendix.

9 Urgent Business - Public Session

To consider any matter which, in the opinion of the Chairman, should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

10 Exclusion of the Public and Press

To agree the exclusion of the public and press for the consideration of any Items for the reasons set out in Part 1 of Schedule 12(A) of the Local Government Act 1972.

PRIVATE SESSION

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11 Sible Hedingham, Land Disposal for development of a Medical Centre - Private Session

Discussion of the Confidential Appendix to the public report, Sible Hedingham, Land Disposal for development of a Medical Centre - Agenda Item 8a (pages 83 to 86 of the Agenda)

Agenda Item: 5a

Report Title: Fourth Quarter and Annual Performance Report 2020/21	
Report to: Cabinet	
Date: 12th July 2021	For: To Note
Key Decision: No	Decision Planner Ref No: DP/2021/10
Report Presented by: Councillor Graham Butland - Leader of the Council	
Enquiries to: Tracey Headford, Business Solutions Manager. tracey.headford@braintree.gov.uk ext 2442	

1. Purpose of the Report

- 1.1 The purpose of the report is to summarise the performance of Braintree District Council (the Council) at the end of the fourth quarter (January 2021 to March 2021) and at the end of the financial year 2020/21.

2. Recommendations

- 2.1 Cabinet to note the performance of the Council for the fourth quarter (January 2021 to March 2021) and the end of the financial year 2021.

3. Summary of Issues

- 3.1 The Council keeps a record of its performance which is reported to cabinet every quarter for consideration and noting.
- 3.2 Over the last year, the far reaching impacts of the pandemic has seen the Council go above and beyond to deal with the challenges, supporting our residents, communities and businesses as well as adapting how we delivered services to keep key services running. We have continued to deliver the priorities of our Annual Plan although in the fourth quarter, there is an increasing number of projects feeling the impact of the pandemic more acutely than others.
- 3.3 In March, Cabinet agreed to extend the existing Annual Plan until September 2021 to allow those projects impacted by the pandemic, the time to reflect on what they needed to complete what they set out to achieve. The impact of the pandemic meant a number of projects experienced delays and by extending the existing Annual Plan and our reporting of it, additional time is allowed for the projects to be completed.
- 3.4 As at the end of March 2021, ten projects are complete, 32 are on track and progressing and ten projects have an amber status due to the impact of the pandemic.

- 3.5 Targets have not been set for all our performance indicators this year due to the disproportionate impact of the pandemic. For the targets that remain, six performance indicators have met or exceed target and eight performance indicators have missed their target. Five have missed target by less than 5% and three missed their target by more than 5%. The areas of underperformance are in relation to recycling rates (>5%), average waiting time for disabled facility grants (>5%), average call answering time in the Customer Service Centre (>5%), %, the kilograms of waste collected (<5%), the percentage of complaints responded to within timescale (<5%), the collection rate for Business rates (<5%), the collection rate for Council Tax (<5%) and the percentage of invoices paid within 30 days (<5%).
- 3.6 The Finance part of the report provides an updated review of the financial position for the year. It examines the outturn spending on day-to-day service provision compared to the budget for the year. Also included is a summary of treasury management activities; movements on the General Fund balance; and a summary of spend on capital projects in the year. The report provides a brief commentary on the impact of the coronavirus pandemic on the Council's budget position.
- 3.7 The outturn financial position for the year is as follows:
- An **overall adverse variance against the budget of £2.351million** before taking into account any exceptional financial support provided to the Council to meet the costs and losses of income from the coronavirus pandemic.
 - The overall **budget impact of the pandemic** is an adverse variance of **£3.163million** (net of savings made by the Council and additional income received from activities that are directly linked to the impact of the pandemic on services). This budgetary impact has been offset by the additional exceptional funding received through various streams made available by government and other external bodies.
 - The position regarding the **base budget** is a net **positive variance of £812,000**, after carry forwards, which is in line with the forecast that was reported at Q3 (-£813,000)
 - Taking into account the reported budget variance, changes in earmarked reserves, and other planned movements in balances, the unallocated **General Fund balance** has **reduced by £883,000**.
 - **Expenditure on capital projects** for the year was **£31.587million** with significant progress being made on Horizon 120 Business Park, Manor Street regeneration, and town centre improvements

4. Options

- 4.1 There are no options to consider as a result of this report.

5. Next Steps

- 5.1 The performance report will go to Performance Management Scrutiny Committee for consideration on the 4th July 2021

6. Financial Implications

- 6.1 The report provides an update as to the financial position as at the end of March 2021 covering the revenue and capital outturn for 2020/21

7. Legal Implications

- 7.1 There are no legal implications arising from this report

8. Other Implications

- 8.1 There has been some impact due to the Covid-19 pandemic and the report will include detail of the Councils response. Information is included on how we intend to support residents, communities and businesses moving forward. A summary of complaints received each quarter, analysed by outcome (justified, partially justified or not justified) is provided.
- 8.2 The Enhancing our Environment priority has a number of actions that are designed to have a positive impact on the environment and climate change.

9. Equality and Diversity Implications

- 9.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
 - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 9.3 Equalities and diversity issues are considered fully in the Council's key projects. Where appropriate, an equality impact assessment is prepared and considered for any key projects identified.

10. List of Appendices

- 10.1 Appendix 1 - Fourth Quarter and Annual Performance Management Report 2020/21

11. Background Papers

- 11.1 Previous performance reports are published on our website once noted by cabinet. They are published at <https://www.braintree.gov.uk/directory/30/our-performance/category/577>

FOURTH QUARTER PERFORMANCE MANAGEMENT REPORT

1ST JANUARY 2021 TO 31ST MARCH 2021

AND ANNUAL PERFORMANCE REPORT

2020/21

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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 fourth quarter and the end of the financial year in relation to the publication of the 'Annual Plan 2020/21'. This sets out the key activities and measures used to check our performance for the year and along with the Corporate Strategy 2020-2024 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 performance indicators used to measure the outcomes are available upon request.

Summary of the Corporate Projects current position for the end of the financial year

The following table provides updates for the end of the fourth quarter/financial year in relation to the key activities in the 'Annual Plan 2020/21'




Corporate Priorities	Status of projects and actions				
					
Connecting People and Places	1	6	3	0	0
Enhancing our Environment	4	2	2	0	1
Supporting our Communities	2	8	4	0	0
Promoting Prosperity	1	9	0	0	0
Delivering and Innovating	2	7	1	0	0
TOTAL	10	32	10	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 financial year

The following table shows the performance for the end of the financial year in relation to the quarterly reported Performance Indicators that have targets set as defined in the 'Annual Plan 2020/21'.

Corporate Priorities	Status of indicators			
				Data Only
Connecting People and Places	2	0	0	1
Enhancing our Environment	2	1	1	0
Supporting our Communities	0	0	1	5
Promoting Prosperity	0	0	0	5
Delivering and Innovating	2	4	1	0
TOTAL	6	5	3	11

KEY:

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

Summary Position

Over the last year, the far reaching impacts of the pandemic has seen the Council go above and beyond to deal with the challenges, supporting our residents, communities and businesses as well as adapting how we delivered services to keep key services running. We have continued to deliver the priorities of our Annual Plan although in the fourth quarter, there is an increasing number of projects feeling the impact of the pandemic more acutely than others.

In March, Cabinet agreed to extend the existing Annual Plan until September 2021 to allow those projects impacted by the pandemic, the time to reflect on what they needed to complete what they set out to achieve.

As at the end of March 2021, ten projects are complete, 32 are on track and progressing and ten projects have an amber status due to the impact of the pandemic.

Targets have not been set for all our performance indicators this year due to the disproportionate impact of the pandemic. For the targets that remain, six performance indicators have met or exceed target and eight performance indicators have missed their target. Five have missed target by less than 5% and three missed their target by more than 5%. The areas of underperformance are in relation to recycling rates (>5%), average waiting time for disabled facility grants (>5%), average call answering time in the Customer Service Centre (>5%), the kilograms of waste collected (<5%), the percentage of complaints responded to within timescale (<5%), the collection rate for Business rates (<5%), the collection rate for Council Tax (<5%) and the percentage of invoices paid within 30 days (<5%).


Section 2: Delivering our Corporate Strategy

CONNECTING PEOPLE AND PLACES







Actions carried out by Braintree District Council

Project description and comments	Status
Develop the Braintree District Local Plan and provide a vision for the future growth of the district	
Section 1 of the Local Plan which it shares with Tendring District Council and Colchester Borough Council was approved at a meeting of full Council in February 2021 paving the way for work on Section 2 to continue. The 6 week period for High Court challenge has passed meaning the Plan is now adopted and should be given full weight in planning decisions. The Council will now continue to work on section 2, its individual plan which contains local policies and allocations. The section 2 Inspectors have been appointed and a provisional date of the first 2 weeks in July 2021 have been set for the examination.	
Complete the pedestrianisation of Braintree Town Centre improving the attractiveness of the area and creating a safer and healthier environment	
A new high quality resin surface has been laid in parts of the Town centre outside Tesco in Market Place and at Lower High street from Shake Express to the St Michaels Fountain as part of the pedestrianisation scheme. The scheme so far has seen the installation of new disabled bays in Bank Street and the creation of a new southbound bus and cycle lane on Fairfield Road. The Council is in the final stages of selecting new contractors to finish the final stages of work and it is hoped to start on site in April 2021.	
Progress construction of the Victoria Square development creating a vibrant hub for the Braintree Town centre	
Building work on the regeneration project continues to progress according to plan. Exchange of contracts was completed on 11th March 2021 with Eastlight Community Homes for the 35 residential units. Twelve of the properties will be available for social rent and the remaining 23 available for shared ownership.	
Continue to work on the redevelopment of the entrance of Witham Town Park providing greater accessibility and improved public realm	
The contract has now been awarded and works are starting on site to resurface the car park and the removal of the foundations of a previous building. The project has been extended until the end of June 2021 to take into account the delays incurred last summer bringing the project back on track.	
Enable to delivery of 150 affordable homes across the district	
In the fourth quarter of the year, a total of 41 affordable homes have been delivered across the district bring the total for the year to 220, exceeding the target set for the year of 150.	

Support our town centres to open for business safely and recover from the impact of the Covid-19 pandemic	
Ongoing support has been provided to businesses in the town centres under our Safer Places working group. This includes keeping businesses updated in changes to legislation, offering advice and support at the employment of Covid ambassadors who are patrolling the town centres supporting businesses to follow Coronavirus regulations, and are also on hand to guide any shoppers and residents in staying Covid-secure. Millions of pounds of grants have been provided to businesses on the High Streets and elsewhere to keep them going, with restart grants the next tranche of funding to go out in early April 2021. The shop local campaign will be relaunched to coincide with the reopening of many businesses from the 12th April 2021. New pavement licences allowing businesses to place tables and chairs outside of cafes, restaurants and bars have also been approved	

Actions carried out in partnership with others

Project description and comments	Status
Invest in resource and connectivity to support business growth and expansion including the planning and delivery of highway schemes across the district	
This is a long term action and there are a number of highway schemes planned across the district and Braintree District Council and Essex County Council meet regularly to discuss delivery of the schemes. The scheme to extend the A120 to the A12 is included in the Government's latest Road Investment Strategy as a pipeline project that will undergo further analysis and design work for consideration for potential future investment. The proposals for improving this stretch road were initially developed by Essex County Council. This project has now been passed over to Highways England and we are currently carrying out a validation exercise of all the work that has been done. Once completed, the validation will establish if further work needs to be done in order to progress the scheme. There will be full public announcements as the project is progressed. In respect of the A12 widening scheme between junction 19 and junction 25 to ease congestion and cope with increasing traffic demands, Highways England have been carrying out ground investigations and utility surveys together with archaeology trial trenching. A further public consultation will take place in 2021 to get feedback on the more detailed designs for the overall project	
Continue to support and monitor Superfast Essex in the delivery of Superfast Broadband across the district	
Currently 94% of the district are now able to access Superfast Broadband. Installing the infrastructure required for Superfast Broadband has been impacted by the pandemic delaying previously anticipated timescales set by Superfast Essex and their contractors. Residents are able to check the work happening in their area by viewing interactive maps now available on the Superfast Essex website (superfastessex.org).	
Continue to support NHS England to improve health facilities across the district	
The Mid Essex Clinical Commissioning Group is currently focused on the Covid response including testing and vaccinations programmes. We continue to let them know we will support ongoing health projects particularly around the provision of health facilities in respect of the Livewell Hub as part of the regeneration scheme in Braintree Town, surgeries at Sible Hedingham, Silver End and Witham.	
Support our residents and businesses to develop the skills needed to support the economy	
We are signposting enquiries to the schemes that have been set up to support skills development. This includes the Kickstart scheme which provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit and the Restart scheme to help people find employment through training courses and local partnerships for people who have been out of work for more than 12 months, providing them with regular intensive support in finding work. The restart scheme is aimed at older workers in particular.	



ENHANCING OUR ENVIRONMENT



Actions carried out by Braintree District Council

Project description and comments	Status
Carry out improvements to our recreational open spaces including the provision of all-inclusive play facilities for young people to enjoy	
Improvements have been carried out to Albert Moss Recreational Gardens in Rivenhall, Braintree and Bocking public gardens in Braintree and Notley Community Hall play area in Notley Green. The works required to the play area in Bramble Road, Witham have been delayed and are expected to be completed by the end of May 2021	
Investigate the provision of an eco-friendly woodland alternative to traditional burials at Braintree Cemetery in London Road	
A feasibility study has been carried out which concluded that an eco-friendly woodland alternative to traditional burials is not suitable at Braintree Cemetery. However, the feasibility study has identified that there is additional capacity at the cemetery for traditional burials subject to drainage works being carried out.	
Create gardens of remembrance at some of our cemeteries providing peaceful environments for families to visit	
Due to the impact of the pandemic, the project has been unable to progress as the majority of the works need to be carried out during the planting season. It has been decided to delay this project until the next planting season in the Spring/Summer of 2021.	
Protect further areas of public open space against unauthorised encampments	
Works are now completed in all four areas identified to install protection measures against unauthorised encampments	
Respond to requirements from the Environment Bill in relation to waste and resources efficiency whilst supporting our climate change objectives	
The Council are considering four new consultations received in the fourth quarter around Extended Producer Responsibility, Deposit Return Scheme, Environmental Principles Draft Policy Statement and a Waste Prevention Programme. The Council will provide responses to all the consultations by their deadline in June 2021.	
Research and trial alternative fuel vehicles for some of our front line services	
A Business Case is currently being pulled together for the green infrastructure to support the operation of electric vehicles. This has previously been delayed due to the pandemic and a change control will be processed to amend the end date of this project	
Raise awareness of duty of care and fines in relation to litter and waste offences through targeted campaigns	
The Council has continued to raise awareness through targeted campaigns on our social media channels regarding litter as people start to spend more time outside.	

Actions carried out in partnership with others

Project description and comments	Status
Trial anti-littering signage along some of our strategic routes across the district to discourage roadside littering.	
The 12 month trial that commenced in November 2020 continues. Working in partnership with Essex County Council as the Highways Authority, the signs are being trialled in five locations and monitored by litter-picks, to see if they deter people from littering	
Review and update the Climate Change Local Strategy for the next four years focusing on the areas below to support the delivery of our 2030 targets through the Climate Change Working Group. <ul style="list-style-type: none"> - Resources - Energy Use - Planning and Development - Transport - Council Assets and Operations - Natural Environment - Adapting to climate change 	
<p>The draft Climate Change Strategy was approved at Full Council in March 2021. The Strategy will go out to public consultation in May 2021 ahead of the final Climate Change Strategy being presented to Council in July 2021.</p> <p>A draft cycling strategy setting out how the Council will encourage more people to take up cycling and help improve the cycle network was also discussed at Full Council in March 2021 where a six week stakeholder engagement on the strategy was also approved.</p>	

SUPPORTING OUR COMMUNITIES




Actions carried out by Braintree District Council

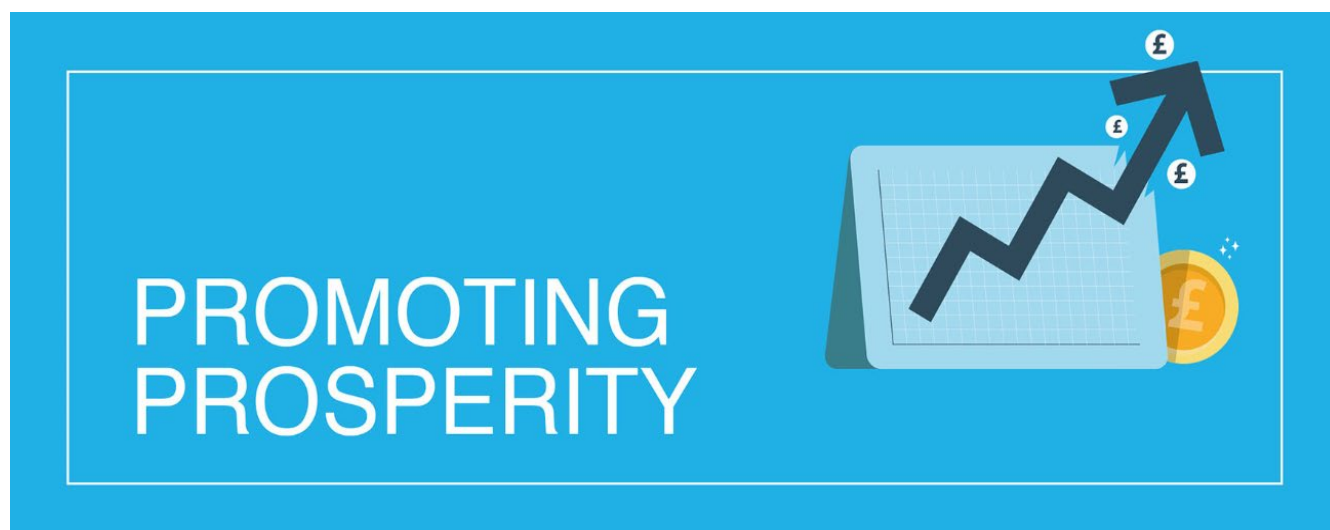
Project description and comments	Status
Improve the sport facilities at Braintree Sports and Leisure Centre, creating high quality amenities for the community to use	
The planned improvements to replace the 3G surface at Braintree Sports and Leisure Centre are currently on hold due the impact of the Coronavirus pandemic. The refurbishments to the athletics track at Braintree Sports and Leisure Centre began in March 2021	
Provide a new footpath and resurface the rear of Rivenhall village hall to improve accessibility to a much used community building	
The works to provide a new footpath and to resurface the rear of Rivenhall Village Hall have now started. There has been a slight delay to the works and completion is now anticipated to be the end of April 2021	
Upgrade the CCTV in Halstead and Braintree using new technology to improve the effectiveness of the systems	
Open reach have installed the new fibre optic links and the new digital cameras were installed in March 2021.	
One camera in the town centre of Braintree has been replaced. Further upgrades will be carried out following completion of the pedestrianisation work which includes providing for the CCTV upgrade to ensure no further ground works are required.	
Commence development of the 3G pitch at Halstead Leisure Centre	
Councillors approved the funding for the works required at a Cabinet meeting in February 2021. Works are now underway. All tarmacking has been completed and we are awaiting delivery of the new artificial grass football pitch. Works are expected to be completed by the end of June 2021.	

Actions carried out in partnership with others

Project description and comments	Status
Continue with Livewell Child initiatives to support families to live healthier lives and become more active	
With Schools closed during the fourth quarter up until the 8th March 2021, progress has been slow. Work has continued around introducing the BlitzFitMe app, once Covid restrictions allow. A promotional video has been made by BlitzFitMe and circulated to	




schools to encourage better engagement, which highlights what schools might benefit from if they were to implement the app. It is hoped this will be piloted in one of the Livewell Primary Schools for the wider school community to use and benefit from.	
Improve awareness of mental health services, identifying gaps in service provision and potential opportunities for partnership working	
The Young People's mental health meeting took place in January 2021. This included continuing plans for resource packs, discussing potential funding for the packs, how to identify the young people, the plans to engage with partners, releasing a podcast by the youth service and creating a list of useful apps. Research is taking place on Men's Mental Health to look at campaigns and gathering information from other Public Health colleagues of any targeted mental health work. Internal mental health work is also an important focus around promoting what we can to reduce stigma and raise awareness. A Mental Health Awareness week is being planned to take place in May 2021 and will include meeting the mental health first aiders, Pilates, meditation, Walk & Talk 4 Men and a craft session	
Work with communities to influence the planning of the area in which they live through the development of local neighbourhood plans	
The Coggeshall Neighbourhood Plan has now been completed and is awaiting referendum. The Saling Neighbourhood Plan is currently under examination. Other Plans in the District are proceeding at various stages with support from the RCCE and officers within the planning policy team. It is expected that Kelvedon will be the next neighbourhood Plan to reach examination stage.	
Reduce the number of rough sleepers across the district by developing a range of support services	
Funding provided by MCHLG to provide access to hotel accommodation for rough sleepers has been extended until March 2021. Through partnership working, the housing service are looking to share access to a mental health navigator to help individuals with more complex needs move away from rough sleeping	
Continue to develop a range of initiatives to address social isolation and loneliness across the district	
During lockdown, a number of social activities and services have not been available. A meeting was held in February 2021 with partner organisations to get updates from them and a further meeting has been arranged for May 2021 to discuss an action plan for when things start to remobilise.	
Continue to work with Community 360 to support volunteers across the district harnessing the energy of new volunteers	
We continue to work closely with Community 360 and have supported the recruitment of volunteers for the vaccination centres set up across the district. We also continue to offer support to Town and Parish Councils and voluntary groups to enable them to maintain the work they have been doing to support their communities during the pandemic	
Provide support and assistance to the most vulnerable people across our district in response to Covid-19 through the Community Hub	
Over the year the community hub has dealt with 413 referrals for a variety of support including food shopping, collection and delivery of food parcels, prescription delivery, mental health calls and befriending. We have made contact with 3121 individuals deemed clinically extremely vulnerable and 127 people identified as shielding.	
Support our communities and local organisations to respond to issues that have emerged from the Covid-19 pandemic increasing long term strength and resilience	
In partnership with Community 360, the Council has distributed £16,100 of funding from the DEFRA Emergency Assistance Grant for food and supplies to eight groups across the district that require funding to assist them in providing food and essential supplies to individuals most in need. In partnership with Essex Council for Voluntary Youth Services, the Council has distributed £13,627 to children and young people groups to support them with re-mobilisation. A further £33,184 has been distributed to voluntary groups to enable them to continue to provide support to those deemed clinically extremely vulnerable within the Braintree District. In the fourth quarter, our Community Transport team has transported	

158 individuals to their Covid vaccination appointment. .	
In the fourth quarter, the Councillor Community Grant scheme awarded 24 grants to the value of £23,653 bringing the total number of grants awarded for the year to 67 with a value of £67,043 which represents 70% of the available funds. Full Council has agreed to carry forward the underspend to the new financial year, however, due to Purdah, the application process will not start again until May 2021.	▶






Actions carried out by Braintree District Council

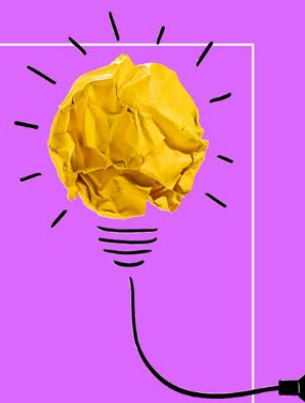
Project description and comments	Status
Commence construction of the Horizon 120 Business and Innovation Park	
The contract remains within budget but the programme has been extended to July 2021 to allow for the completion of additional side roads	▶
Commence the build of the I-Construct Innovation in Construction Hub at the Braintree Enterprise Centre	
Building work is progressing well on the I-Construct hub and the building is taking shape. The two-storey hub is expected to open in the Autumn and will consist of workshop and demonstration spaces, a technology lab and conference facilities. It will become home to a team offering one-on-one mentoring, grant funding and support to small and medium sized firms connected to the construction industry. The hub's activities will be run by the Haven Gateway Partnership and will serve businesses in Essex, Kent and East Sussex.	▶
Carry out restoration works to the Bocking Windmill to preserve the building for future generations to enjoy	
Works to replace one of the sails on Bocking windmill continue with the sails being manufactured at the millwrights in Suffolk. All Ancient Monument and listed building consent has now been received.	▶
Raise the profile of the Braintree District as a place to do business	
As part of a joint project with the North Essex Economic Board, BDC have invested in a pilot programme to support independent retail businesses. 'Click it Local' have been commissioned to provide a six month service to deliver local goods within the district, which is likened to that of Amazon delivery, at a local level. To date, 17 district businesses have signed up to the scheme, with a further 20 potential businesses in the pipeline. It is expected that the programme will launch in April 2021 and anticipates additional businesses to sign up as the programme is launched.	▶
Provide business and employment support and advice for those affected by the Covid-19 pandemic	

Support continues to be provided to businesses and individuals through either the business newsletter, closed Facebook page, over the phone or through the daily patrols of the Town centres and interactions with businesses. The 'Additional Restrictions' grant scheme covering the impact of the Covid restrictions from December 2020 went live in February 2021 and unlike other schemes included businesses that do not have rateable premises.	
Minimise the barriers to economic growth and support the needs of businesses to start up, innovate and grow.	
The Council continues to provide support to businesses and to signpost those looking to start or to grow schemes to advice and support that will aid their business. In addition to plans to increase business units at the Enterprise Centre to be located at the Horizon 120 development in Braintree, there are plans to create a further centre in Witham and a detailed business case is being drafted for presentation to Cabinet in the Autumn.	
Continue to work with businesses to make physical improvements to industrial areas in the district	
Ten businesses across six industrial estates in the district have secured the funding needed to improve the external appearance of their premises. Grants of up to £5,000 were offered to businesses willing to match the funds.	

Actions carried out in partnership with others



Project description and comments	Status
Help to strengthen economic recovery across the district working towards the shared vision in the North Essex Economic Strategy	
Working in partnership with colleagues in other authorities, the Council has secured 1.7million pounds to spend on business support across the area. An agreement programme of early phase projects has been completed which includes a local shopping network, the communications approach and how we will be supporting Essex County Council schemes including Kickstart and apprenticeships. A programme officer is being recruited to oversee this programme of works.	
Identify education and retraining programmes and actively promote these enabling access new work opportunities	
A skills workshop was held in March 2021 with key stakeholders (colleges, universities and skills providers) to discuss what skills support is required moving forward in the recovery from the pandemic and to define a pipeline of projects. The Council continues to promote Government skills based initiatives and local schemes to the business community on a regular basis via our Facebook group and business newsletter including opportunities available via the Essex Apprenticeship Hub and Essex Kickstart scheme.	
Maximise opportunities for businesses in the district to access grant funding	
All grant funding information is updated on a regular basis on our website and through the Braintree district business facebook page and business newsletter. Through the various business grant schemes that have been launched throughout the year, the Council has processed 9,452 grant applications issuing more than £46.8million in grants.	

DELIVERING AND INNOVATING







Actions carried out by Braintree District Council

Project description and comments	Status
Address the challenges of reduced income from Government funding and as a result of Covid-19, by working collectively across the organisation to reduce costs and improve services without impacting on service delivery by being efficient, effective and commercially focussed.	
It is expected that the majority of reduced income will be covered by support received from Central Government. The Government has provided the Council with Emergency Funding of £1.95m in 2020/21 to help meet the impact of the Covid pandemic on the Council's finances and has also introduced an income losses compensation scheme, under which the Council has received £700k for the year to the end of November 2020. A final claim will be made for the period December 2020 to March 2021 in May 2021. The scheme provides compensation at the rate of 75p in every £1 for losses above a threshold of 5% against budget. Against a difficult economic environment the Commercial team have worked to directly support traded income and savings of £120k over the financial year. An Investment and Development Programme has also been set up to address the challenges of reduced income from Government funding through a number of projects across different services	▶
Address the challenges and recognise the opportunities of the changing work environment as a result of Covid-19 for the whole organisation including steering staff and members through the recovery journey	
A further staff survey was undertaken in March 2021 to assess whether staff opinions had changed having been working from home for a longer period. The survey was adapted slightly to make it more relevant to the current situation with some questions remaining the same to enable a direct comparison with the survey carried out in June 2020. Information from the survey together with information captured from remobilisation opportunities discussed with heads of services and additional research carried out will be put into a report to be presented to the Joint Executive Team in May 2021. Actions agreed at this meeting will be taken forward.	▶
Upgrade our website to comply with the web accessibility regulations enabling residents, visitors and businesses to transact with us easily	
The Council's website has been upgraded and the new version went live at the end of November to comply with the web accessibility regulations.	✓
Review our Asset Management Strategy to ensure Council assets are fit for purpose, managed effectively and provide a valuable income stream for the Council	
The Asset Management Strategy has been reviewed and will be incorporated into the overarching Corporate Investment and Development Strategy.	✓
Use customer information and feedback to improve services ensuring they remain customer	















friendly whilst working towards retaining the customer service excellence standard for the authority	
The Customer Service Excellence Assessment is scheduled to take place in April 2021. The evidence to support the assessment has been collated and a two day programme drawn up for the assessment to take place virtually.	
Continue to develop relationships with Town and Parish Councils	
We have monthly meetings with Town and Parish Clerks, and the agenda is determined by all parties based on emerging issues. Key officers are invited depending on the agenda items and attendees are steadily increasing. Weekly newsletters are sent out updating on the latest District news, Covid related issues and emerging priorities. The feedback received from Parish Clerks is positive to date	



Actions carried out in partnership with others













Project description and comments	Status
Consider and determine the future approach of our leisure services	
The Council is in discussions with Fusion around the options for the future approach of our Leisure Services. This includes looking at the financial recovery of Fusion Lifestyle after the impact of the pandemic.	
Look to develop health priorities in various localities within the district in partnership with the newly formed NHS Primary Care Networks	
The focus for the NHS continues to be around the pandemic and the vaccination programme. Talks will resume with Primary Care Networks later in the year.	
Continue to improve health and wellbeing across the district through our work with Health and Wellbeing partners	
The Council continues to work with health and wellbeing partners to deliver the Covid response by supporting residents across the district including those in need such as residents who are shielding, children through holiday activities and the befriending programme. A review will take place in May 2021 to review the terms of reference and priorities in light of the pandemic.	
Continue to protect local communities and tackle priority problems with the Community Safety Partnership	
Community Hub meetings continue to take place on a monthly basis focussing predominantly on ASB/neighbour nuisance cases. The Local Exploitation Group met for the first time to discuss identifying hotspot areas within the district and trends in exploitation. Officers have started to attend a Mid Essex mental health forum which concentrates on individual cases of ASB where mental health is a significant factor to help improve our understanding in this area. Projects that have not been delivered due to Covid will be reviewed and carried forward if required. The action plan for 2021/22 is currently being developed.	

Section 3: Managing the Business

Our Performance Indicators in Detail

	2020/21 Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	Yearly Outturn	Yearly Target	Status at the end of the year
Performance Indicator									
CONNECTING PEOPLE AND PLACES									
Number of affordable homes delivered	0	84	95	41	37		220	150	
Percentage of superfast broadband coverage across the district	89%	89%	89%	94%	n/a	n/a	94%	n/a	n/a
Number of homes granted planning permission	288	395	696	1,468	212		2,847	845	
ENHANCING OUR ENVIRONMENT									
Percentage of household waste sent for reuse, recycling and composting	46.50%	53.47%	46.96%	45.23%	60%		48.04%	60%	
Comments <i>The Q4 and end of year figures are estimated and awaiting validation by ECC. In the fourth quarter, we collected 4,360 tonnes of Dry Mixed Recycling which is the highest tonnage collected in a quarter for the past 10 years, which reflects the concerted effort being made to encourage customers to recycle as much of their waste as possible. As expected the tonnage of Bio-waste was down by 978 tonnes, (garden waste suspension). The residual waste tonnage was slightly up by 241 tonnes which may reflect the fact that residents are continuing to working from home</i>									
Kilograms of residual household waste collected per household	120kgs	117kgs	118kgs	117kgs	117kgs		472kgs	470kgs	
Percentage of land that falls below cleanliness standards for litter	n/a	1%	5%	7%	6%		4%	6%	
Comments <i>Recorded three times a year – July, November and March.</i>									
Number and percentage of accessible non-hazardous fly tips on public land cleared within 24 hours of being reported	100% (282)	100% (202)	100% (184)	100% (207)	100%		100% (875)	100%	
Number of residents assisted in installing energy saving measures	Annually reported						Awaiting outturn		
SUPPORTING OUR COMMUNITIES									
Average waiting time for applicants on the Disabled Facilities Grant (calculated in days from point of referral to approval)	86 days	149 days	246 days	136 days	90 days		154 days	90 days	
Comments <i>The target has not been met throughout the year due to the pandemic and issues with supplies in building materials. In the fourth</i>									

	2020/21 Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	Yearly Outturn	Yearly Target	Status at the end of the year
Performance Indicator									
quarter, we have managed to bring the average waiting time down despite the further lockdown and we will continue to monitor the situation and keep customers informed as we work towards getting back to pre-pandemic levels.									
Participation levels across all our sports centres	0	44,894	0	0	n/a	n/a	44,894	n/a	n/a
Comments Due to the third lockdown, leisure centres across the district have remained closed to deal with the pandemic. The targets have been suspended for this year due to the pandemic.									
Number of customers using out Handyman scheme	8	30	22	11	n/a	n/a	71	n/a	n/a
Comments The Handyman service for any internal requests is suspended during the lockdown periods. The Handyman scheme is currently only able to deal with external requests.									
Number of homelessness cases prevented	37	57	52	66	n/a	n/a	212	n/a	n/a
Number of vulnerable people assisted through the Community Hub	308	43	42	48	n/a	n/a	441	n/a	n/a
Achieve at least a 1% increase in adults being active for 150 minutes per week	Annually reported						58%	n/a	n/a
Comments The figure reports from November 2019 to November 2020. The restrictions imposed in response to the pandemic have impacted on people's ability to take part in sport and physical activity with activity levels hit hardest during the first national lockdown. Sports England are working with partners to increase levels through a number of campaigns and funding opportunities.									
PROMOTING PROSPERITY									
Percentage of people in the district claiming out of work benefits rate (aged 16 – 64)	5.0%	5.5%	5.2%	5.2%	n/a	n/a	5.2%	n/a	n/a
Comments Slightly below east of England rate of 5.6% and the national rate of 6.5%									
Number of new business start-ups across the district	205	352	299	283	n/a	n/a	1,139	n/a	n/a
Number of businesses that have contacted us for business support	699	364	807	1,805	n/a	n/a	3,675	n/a	n/a
Number of business grants processed	2,445	219	1027	1541	n/a	n/a	5,232	n/a	n/a
Amount of business grants paid out	£28,470,000	£2,426,000	£1,400,000	£6,099,177	n/a	n/a	£38,395,177	n/a	n/a
DELIVERING AND INNOVATING									
Average call answer time in the Customer Service Centre	19 seconds	34 seconds	23 seconds	38 seconds	15 seconds		29 seconds	15 seconds	
Comments In the fourth quarter, the CSC handled 28,388 calls, an increase of 22% on the previous quarter. The service have dealt with an increasing number of request for clear sacks due to the libraries being closed through lockdown (where customers are normally able to collect clear sacks), an increase in calls from businesses in relation to the various new grants issued, Council Tax enquiries due to bills being issued and payments for the renewals of second green bins and bulky waste collections which continue to be very popular. Over the year, the CSC dealt with a total of 109,250 calls resolving 81% of the calls at first point of contact. A recent satisfaction survey carried out has shown that overall customer satisfaction when interacting with the CSC has risen to									

Performance Indicator	2020/21 Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	Yearly Outturn	Yearly Target	Status at the end of the year
98.59%. We will continue to monitor peak times of calls and enquiries along with resourcing levels during these busier periods.									
Percentage of invoices paid within 30 days of receipt	98.05%	96.86%	98.72%	98.65%	99.25%		98.13%	99.25%	
Comments In the fourth quarter, 3,289 out of 3,334 invoices were processed within 30 days of receipt. A new eProcurement system will go live in the new financial year which will assist in the payment of invoices in a timely manner.									
Number of people transacting with us online	21,330	27,849	24,449	30,980	n/a	n/a	104,608	n/a	n/a
Time taken to process housing benefit/council tax benefit new claims	12.38 days	15.19 days	14.91 days	14.99 days	22 days		14.37 days	22 days	
Time taken to process housing benefit claim changes	3.73 days	3.94 days	3.69 days	4.82 days	6 days		4.05 days	6 days	
Percentage of Stage 1 complaints responded to within 7 working days	94.91%	87.80%	88.49%	87.32%	90%		89.52%	90%	
Comments For the fourth quarter, there were 124 out of 142 complaints responded to within timescale. Delays in providing responses have occurred in Operations, Planning and Housing. Complaints are becoming more complex requiring additional time to investigate and provide a comprehensive response. Customers are kept informed when delays occur. For the year, a total of 496 stage one complaints were received and 444 responded to within timescale.									
Collection rate for Council Tax	29.91%	57.63%	84.63%	96.65%	98%		96.65%	98%	
Comments As reported during the course of the year performance is marginally down on the previous year. Recovery action has been limited due to the impact of the restrictions on residents and the Magistrates Courts have been closed for the majority of the year. The Revenues Team has focussed on sending soft reminders, telephoning and texting those council taxpayers which are in arrears and this has had a positive impact on the collection performance.									
Collection rate for Business Rates	26.94%	54.90%	81.99%	95.72%	98.50%		95.72%	98.50%	
Comments As reported during the course of the year performance is lower than the previous year. The net amount collectable was reduced for the year because the extended retail rate relief scheme meant that many businesses did not have anything to pay for the year. Approximately £19m of this relief was awarded during the year. The Revenues Team have been sending soft reminders, telephoning and texting those businesses which were in arrears. Application for liability orders, in respect of the arrears, to the Magistrates Courts will recommence in the new year.									

Complaints

The quarterly complaints analysis for the fourth quarter of 2020/21 is detailed below. This is compared with 2019/20 figures shown in brackets. The figures represent all three stages of the complaints process.

Complaint Category	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	TOTAL
Justified	43 (45)	51 (52)	53 (51)	50 (44)	197 (192)
Not Justified	55 (54)	56 (69)	43 (49)	73 (49)	227 (221)
Partially Justified	19 (23)	22 (24)	19 (14)	28 (29)	88 (89)
Not known	0 (0)	0 (0)	0 (0)	1 (2)	1 (2)
Total	117 (121)	129 (145)	115 (114)	152 (124)	513 (504)

Comments

The number of complaints received in the fourth quarter has increased in comparison to the previous quarters and for the year, there has been a slight increase in the number of complaints received. At the time of writing the report, one complaint at stage 3 of the complaints process was still being investigated.

The majority of complaints in the fourth quarter relate to the Councils Operations service and are mainly in respect of missed waste collections. There are a number of reasons for missed collections such as restricted access to collection points caused by parked cars or road closures, collections being overlooked by crews due to agency staff not being familiar with collection points and overlooked assisted collections.

The Planning service is also continuing to see a higher than normal number of complaints relating to the decision making process for planning applications. A number of these complaints have been escalated through the complaints process.

Throughout the year, the Council monitors trends in complaints and uses this information to identity any improvements to processes and the service provided with the aim of reducing the number of complaints received.

In the third quarter of 2020/21, of the 152 complaints received:

- 142 are stage one complaints
- 5 are stage two complaints
- 5 are stage three complaints

A summary of Local Government Ombudsman (LGO) cases:

In the fourth quarter of 2020/21, the LGO has received four new complaint enquiries and issued a final decision notice following investigations which found that there had been no significant injustice to the complainant or evidence of fault by the council.

The new complaints received by the LGO are in respect of Planning and Governance. Two of the complaint enquiries, one for Planning and Governance, the LGO have declined to investigate. In the planning instance, the customer had exercised their right of appeal to the Planning Inspectorate. In respect of the Governance complaint, this was not investigated as there was no

evidence of injustice. Two other complaints, both for planning, have been assigned to an investigator and formal enquiries are being made

Our Organisation

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Change on previous period	Yearly Target
Total headcount	487	489	496	499	+ 3	-
Total staff FTE	436.74	437.5	445.3	449.84	+ 4.54	-
Level of employee turnover	1.44%	0.82%	1.41%	1.4%	- 0.01%	-
Number of leavers	7	4	7	7	0	-
Number of starters	2	6	14	10	- 4	-
Working days lost to sickness per employee	0.68 days	1.62 days	1.91 days	1.31 days	- 0.6 days	8.0 days
Percentage of staff with nil sickness	94%	72.4%	61.3%	57.1%	Cumulative	-
Number of learning hours	1693.5	1538.5	1423	1459.5	+ 36.5	-
Number of delegates	58	89	60	73	+ 13	-
Number of apprentices **	19	16	14	16	+ 2	-

Year on Year Headcount Analysis	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	470	464	466	481	492	499

** BDC's apprenticeship programme runs throughout the year. The figures reflect various apprenticeships ranging from level 3 through to a degree level 6

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	
	(2019/20 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	10 (11)	13 (4)	10(14)	12 (11)	<i>The majority of the reported accidents this quarter were as a result of slips trip and falls due to the icy conditions.</i>
<i>Accidents/ incidents to employees</i>	8 (9)	11 (3)	8 (14)	9 (10)	<i>In the last quarter all but three accidents were reported by the waste crews</i>
<i>Accidents/ incidents to contractors</i>	2 (1)	2 (0)	1 (0)	3 (0)	
<i>Accidents/ incidents to non-employees</i>	0 (1)	0 (1)	1 (0)	0 (1)	
Time lost in days due to employee accidents/ incidents	0 (6)	5 (4)	18.5 (7)	16 (0)	<i>Three accidents resulted in lost time from work.</i>
Number of reported verbal/ physical incidents to employees	2 (1)	4 (0)	1 (1)	0 (4)	
Number of near miss incidents	0 (1)	0 (0)	0 (0)	1 (0)	<i>An agency worker working with a waste crew narrowly avoided serious injury with an oncoming vehicle whilst crossing the road.</i>
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	0 (1)	2 (1)	3 (0)	2 (1)	
Number of claims settled	1 (1)	1 (0)	1 (0)	1 (1)	

Financial Performance

Summary

This part of the report provides an updated review of the financial position for the year. It examines the outturn spending on day-to-day service provision compared to the budget for the year. Also included is a summary of treasury management activities; movements on the General Fund balance; and a summary of spend on capital projects in the year. The report provides a brief commentary on the impact of the coronavirus pandemic on the Council's budget position.

The outturn financial position for the year is as follows:

- An **overall adverse variance against the budget of £2.351million** before taking into account any exceptional financial support provided to the Council to meet the costs and losses of income from the coronavirus pandemic.
- The overall **budget impact of the pandemic** is an adverse variance of **£3.163million** (net of savings made by the Council and additional income received from activities that are directly linked to the impact of the pandemic on services). This budgetary impact has been offset by the additional exceptional funding received through various streams made available by government and other external bodies.
- The position regarding the **base budget** is a net **positive variance of £812,000**, after carry forwards, which is in line with the forecast that was reported at Q3 (-£813,000)
- Taking into account the reported budget variance, changes in earmarked reserves, and other planned movements in balances, the unallocated **General Fund balance** has **reduced by £883,000**.
- **Expenditure on capital projects** for the year was **£31.587million** with significant progress being made on Horizon 120 Business Park, Manor Street regeneration, and town centre improvements.

Background

Full Council approved a net budget of £15.226 million for the 2020/21 financial year. Financing of the budget was to be from a combination of: general government grants (£22,000); business rates (£5.192 million); and Council Tax (£10.012 million). During the year budgets were updated in accordance with the Council's Budget and Policy Framework Procedure.

General Fund Revenue Spending

Service	Updated Budget £'000	Actual Spend £'000	Staffing £'000	Other Exp. £'000	Gross Income £'000	Carry forwards £'000	Total £'000	RAG Status
Asset Management	(2,471)	(2,498)	(11)	40	(56)	-	(27)	G
Community Services	399	429	(9)	(40)	79	-	30	A
Corporate Management	1,462	1,457	(5)	(9)	5	-	(5)	G
Economic Development	200	206	0	6	0	-	6	A
Environment & Leisure	992	1,139	(111)	(84)	342	-	147	R
Finance	1,480	1,708	(216)	(64)	475	33	228	R
Governance	1,176	1,078	(26)	(63)	(17)	8	(98)	G
Housing Services	932	826	(19)	(64)	(63)	40	(106)	G
Human Resources	369	378	14	(22)	(3)	20	9	A
ICT & Facilities	1,651	1,633	29	(55)	(9)	17	(18)	G
Marketing and Communications	560	537	5	(54)	26	-	(23)	G
Operations	6,161	6,786	(38)	(46)	679	30	625	R
Strategic Investment	23	23	-	-	-	-	-	G
Sustainable Development	965	1,158	(211)	49	285	70	193	R
Service Total	13,899	14,860	(594)	(406)	1,743	218	961	R
Corporate Financing	1,627	1,744	-	(33)	150	-	117	R
Covid-19 central fund	0	973	69	904	-	-	973	R
Efficiency target	(300)	-	300	-	-	-	300	
Total Budget	15,226	17,577	(225)	465	1,893	218	2,351	R
Emergency funding & grants		(2,255)	-	-	(2,521)	266	(2,255)	G
National Leisure Recovery Fund		(173)	-	-	(173)	-	(173)	G
Income compensation		(735)	-	-	(735)	-	(735)	G
Net Total General Fund	15,226	14,414	(225)	465	(1,536)	484	(812)	G

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

Analysis of the Total Budget Variance

The total variance against the approved budget for the year (before exceptional funding) additional is an overall adverse variance of £2.351million.

It is difficult to be precise about the extent to which variances arise solely due to the Covid-19 pandemic and, therefore, judgements have been made in making this assessment:

Reason for budget variance:	Adverse (positive) variance					RAG Status
	Staffing ^{1 2} £'000	Other Expenditure £'000	Income £'000	Carry Forwards £'000	Total £'000	
Covid-19 ³	119	969	2,075	-	3,163	R
Base budget	(344)	(504)	(182)	218	(812)	G
Total Budget Variance	(225)	465	1,893	218	2,351	R

¹ Excludes the value of staff time redirected towards Covid-19 related activities where this was met from existing resources

² Other staffing variances are shown net of the £300k corporate efficiency target

³ Net of mitigating savings identified against losses on fees and charges, and additional income where activities increased e.g. sale of dry recycling material

The £3.163million budget variance attributed to Covid-19 was met from a combination of: government emergency funding; New Burdens grants for administering business grants and reliefs and payments to individuals; a portion of the overall funding awarded to the Council following a successful claim to the National Leisure Recovery Fund; claims made under a government Income Compensation Scheme for fees and charges; and other external income from partners e.g. Essex County Council.

The variance attributed to Covid-19 reduced from that projected at Q3 by £385,000. Some of the expenditure that was assumed at that time, including contractor claims under capital schemes, is now expected to be incurred during 2021/22. During the quarter mitigating savings were also identified which have also been reflected in the amount that could be claimed under the Income Compensation Scheme.

The positive variance of £812,000 to the base budget is in line with the equivalent figure that was projected at Q3 (-£813,000).

Commentary on the impact on the budget due to the Covid-19 Pandemic

Staffing

Whilst there was additional staffing expenditure incurred in some service areas, a significant amount of the Council's response has been met by reprioritising work, coupled with staff generally working increased hours. This element of the resource input to Covid has yet to be quantified, but part of the impact is reflected in the increased value of leave and flexi-time that staff have accrued during the year and which is being carried over (+£106,000). Where possible, staff were redeployed as the demand from customers for their service was reduced e.g. community transport staff were closely involved with the community hub and collection of shopping and prescriptions for vulnerable residents.

The additional cost of staff incurred on Covid-19 is split across expenditure reflected in services (£50,000), which is mainly due to social distancing measures introduced in operational service areas; and that charged to the central Covid-19 fund (£69,000) which reflected additional hours claimed for specific Covid related activities, e.g. marshals, enforcement, and supporting virtual meetings, etc.

Other Expenditure

The majority of the £969,000 increase in expenditure was met through the central Covid-19 fund which totalled £904,000. Expenditure incurred from this fund included financial support to the Council's leisure management operator; investment in IT to support home working by staff and virtual meetings; additional cleaning and personal protective equipment in office spaces and for operational staff; publicity and

information; and to provide temporary housing accommodation for rough sleepers and those at risk of homelessness.

Income

Fees and charges income which is derived from customers and service users was significantly impacted by the pandemic, particularly in areas such as car parks, planning, building control, market rents, trade waste, community transport, leisure management fees, and income from room hire at both the Town Hall Centre and the Braintree Enterprise Centre. Part of this shortfall was offset by savings in staff and other expenditure where this could be flexed according to the fall in demand, with the balance of the shortfall being included in claims to the government for support under its income compensation scheme. At the start of the year it was anticipated there would be a shortfall in fees from local searches of the land registry; however, the introduction of a stamp duty holiday reversed that position.

In waste management, there was an upturn in income from the sale of dry recyclate and glass, along with an increase in requests for the bulky waste collection service. Where the Council paid rent to provide temporary housing accommodation these costs were eligible for housing benefit leading to some recovery to the Housing Service.

Other areas of activity where shortfalls in income arose included dividends received from pooled fund investments and much lower levels of interest income as the ultra-low interest rates negatively impacted returns from short-term deposits. Reduced income was also received from the arrangement with the major precepting bodies, which is based on the collection performance on council tax which was lower than would normally be expected.

Government and other financial support

Government provided financial support to local authorities through a number of different schemes, some of which required claims or evidence to be submitted, whereas other grants were paid based on assessments made by government with individual sums then allocated to local authorities.

The majority of financial support received was in the form of emergency funding which was paid in a number tranches. The total amount received in 2020/21 was £1.952 million. In addition, New Burdens grants totalling £483,000 (including £166,800 which was paid after the end of the financial year) were provided mainly in recognition of the extra work involved in administering business rate reliefs and grants, hardship funding, and self-isolation payments to individuals.

Claims were made for losses incurred on fees and charges through the government's income compensation scheme. The scheme covers net losses (after taking into account mitigating savings) that exceed 5% of the original service budget, with compensation being paid at a rate of 75p in £. The outturn figure includes a total amount of £735,182 as being expected from this scheme. Interim claims have been submitted and paid by government, but the final amount that the Council will retain is subject to a reconciliation and assurance review that will be undertaken during 2021/22.

Working with our partner operator, Fusion Lifestyle (Fusion), the Council was able to secure additional external funding through the National Leisure Recovery Fund, part of which has been used to offset some of the financial support given directly by the Council to Fusion in the year. The balance of monies from this fund is intended to assist Fusion in remobilisation of services in line with the government's roadmap to lifting restrictions.

Other funding, including that distributed via Essex County Council, has been available to cover eligible expenditure incurred on contact tracing, compliance and enforcement; and re-opening of the high street.

The total amount of exceptional funding received/ receivable for the year is £3.429million. A balance of £266,000 of this funding has been carried over into 2021/22, recognising that there are still ongoing aspects of the pandemic that will give rise to further financial consequences, including continuation of the administration of business grants and self-isolation and hardship payments, as well a requirement to undertake post payment assurance reviews.

Detailed Commentary on Budget Variances

Staffing

Staffing budgets include both directly employed staff, and bought-in/ agency staff, the latter being used where additional resources are required to meet increased service demands and/ or the need for specialist skills; to provide cover in cases of absence (e.g. vacancies, holidays, sickness, maternity etc.); or where in-house staff are assigned to work on other projects and priorities.

Service budgets were increased during the year to reflect an additional 0.75% increase in the cost of living pay award which was agreed at 2.75% from April 2020.

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

Service – Staffing Budgets	Updated Budget	Actual Spend	Adverse/ (Positive) variance	RAG Status
	£'000	£'000	£'000	
Asset Management	341	330	(11)	G
Community Services	410	401	(9)	G
Corporate Management	1,446	1,445	(1)	G
Economic Development	227	227	-	G
Environment & Leisure	1,862	1,751	(111)	G
Finance	2,834	2,618	(216)	G
Governance	726	700	(26)	G
Housing Services	1,049	1,030	(19)	G
Human Resources	291	305	14	A
ICT & Facilities	850	879	29	A
Marketing & Communications	448	453	5	A
Operations	6,103	6,065	(38)	G
Strategic Investment	754	754	-	G
Sustainable Development	1,667	1,456	(211)	G
Service Total	19,008	18,414	(594)	G
Corporate Financing	10	10	-	G
Covid-19 central fund	-	69	69	R
Efficiency factor	(300)	-	300	
Total	18,718	18,493	(225)	G

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

Commentary on staffing variations:

Across all service areas staffing budgets were underspent by £594,000 partially offset by £69,000 additional expenditure under the Covid-19 central fund. After allowing for the corporate efficiency factor of £300,000, the net underspend was £225,000.

The main service areas contributing towards this overall position were:

Finance (-£216,000): During the year 4 posts were vacant, although two of these have now been filled. Efficiency savings were made where work was absorbed by existing teams but external funding had been received. Other savings were generated from a flexible retirement, approved after the original budget was set, and from staff reducing hours and/ or being appointed at pay points lower than was assumed.

Sustainable Development (-£211,000): Mainly due to 3 vacancies within **Development Management** although two of these posts were filled in the latter quarter of the year. There was also a saving made from staff working reduced hours. The net underspend for the year was -£100,000 after deducting additional expenditure that was incurred on agency cover. **Landscape Services**, which is currently being restructured, had underspends totalling £97,000 due to vacant posts, reduced hours, and a change in management arrangements.

Environment and Leisure (-£111,000): Lower spend largely due to vacant posts in **Building Control** and **Health Development**.

Other Service Expenditure

Other expenditure is overspent by a net £465,000. This includes the additional spending charged to the central Covid-19 fund of £904,000, which is partially offset by a net underspend across services of £439,000, the main reasons for which are as follows:

Environment & Leisure (-£84,000): With **leisure facilities** closed for much of the year the level of spend against the contract variations budget was lower than would be the case when facilities are operating normally. This coupled with lower **service charges for the Braintree pool** resulted in an overall underspend on **Leisure Management** of £47,000. The balance of £37,000 was spread across activities within this service area.

Finance (-£64,000): Additional **Housing Benefit** expenditure was incurred due to an increase in the number of claimants in receipt of benefits coupled with a slightly reduced rate of subsidy leading to an overall over spend against budget of £69,000. Additional expenditure of £45,000 was incurred on the **Local Tax system** for new modules required to administer business grants, hardship funding, and test and trace self-isolation payments. Across the service there were a number of areas where budget savings were also made: **Insurance premia** following a retender of the contract (-£38,000); **BACS system and bank charges** (-£34,000 including a prior year credit adjustment); **court fees** (-£16,000); reduced **recharges from Essex County Council** for services provided at libraries as these were closed for periods of the year (-£21,000); and other underspends totalling £61,000 across a range of budget heads: e.g. mileage claims, training budgets, bought-in support for internal audit, etc.

Governance (-£63,000): **Member and Civic** travel and expenses were lower (-£23,000) reflecting the limited opportunity to attend Council meetings and civic events due to the Covid-19 restrictions; whilst expenditure on **Members' allowances** was also less than originally estimated (-£20,000) - the original budget had been set based on the assumptions that all ward seats would be occupied for the whole year, and a certain number of special responsibility allowances would be paid.

Housing (-£64,000): With restrictions in place on landlords evicting tenants there was a reduction in demand for **temporary housing** arranged via Registered Social Landlords, coupled with a credit in respect of prior year spend, this led to an overall underspend of £50,000 against budget. In addition, the take-up of financial support through the Council's **rent advance scheme** was lower, for which there was also an improvement in the recovery of advances previously paid, giving a total underspend of £23,000 for the year.

ICT & Facilities (-£55,000): With the need for extensive home working by staff this resulted in a reduced amount of spend on **Causeway House** utilities than budgeted (-£26,000). In addition, the budget for Corporate Business Systems was under spent by £20,000 as the team focused on supporting the authority in the transition to home working and virtual meetings.

Marketing and Communications (-£54,000): Remote working reduced the usage of print facilities such as the multi-functional devices located within offices (-£15,000); coupled with a lower level of spend on non-covid related **publicity and promotion** and **graphic design & print** (-£31,000).

Operations (-£46,000 net): Variances to budget included additional expenditure on the transport and processing of **mixed dry recycling material** (+£100,000) for which higher tonnages were collected from households, which is likely to reflect the switch in trends towards more on-line shopping during the national lockdowns and whilst non-essential shops have continued to be subject to restrictions. A higher than budgeted spend on vehicle hire (+£66,000), which was initially as result of increased vehicle requirements to implement social distancing for staff, and then later to provide cover for vehicles requiring MOTs for which a backlog had formed due to the temporary suspension by the government on vehicle testing. Where demand for services fell during the year, budget underspends were recorded: disposal costs for **trade waste** (-£61,000), maintenance expenditure at **parks and open spaces** (-£38,000), and

operational expenditure at **Cordons Farm** due to the suspension of green waste collections for a period of time (-£16,000).

Whilst most service areas recorded net underspends against budget, there were some areas that had net overspends:

Asset Management (+£40,000): Additional running costs were incurred across the property portfolio, including maintenance and emergency works, surveys, valuations, non-recoverable service charges, and void costs on a property for which a prospective tenant pulled out just prior to completion at the beginning of the pandemic.

Sustainable Development (+£49,000): the **Landscape Services** incurred unbudgeted expenditure of £24,000 on trees damaged by storms; and unbudgeted legal fees were incurred on **Planning Enforcement** (+£34,000).

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. These income streams are fairly predictable or change in response to compensating changes in expenditure. Where uncertainty exists this is managed via earmarked reserves. Other external income is more susceptible to changes in external factors and demand, and is summarised in the following table:

Service	Updated Budget	Joint Financing & Other Reimburs.	Sales, Fees & Charges	Rents & Service Charges	Other Income	Total	RAG status
	£000	5,074	6,238	3,167	1,944	16,423	
<i>Adverse (Positive) Variance £000 against Budget :</i>							
Asset Management	3,374	-	11	(61)	(6)	(56)	G
Community Services	290	(2)	70	-	11	79	R
Corporate Management Plan	10	5	-	-	-	5	A
Economic Development	-	2	-	-	(2)	-	G
Environment & Leisure	1,350	9	326	-	7	342	R
Finance	2,510	362	-	-	113	475	R
Governance	197	(4)	(16)	-	3	(17)	G
Housing	92	1	(67)	5	(2)	(63)	G
Human Resources	4	-	(3)	-	-	(3)	G
ICT & Facilities	2	(9)	-	-	-	(9)	G
Marketing & Communications	165	26	37	-	(37)	26	A
Operations	5,484	(141)	777	58	(15)	679	R
Strategic Investment	378	-	-	-	-	-	G
Sustainable Development	1,706	(21)	290	-	16	285	R
Service Total	15,562	228	1,425	2	88	1,743	R
Corporate Financing	861	119	-	-	31	150	R
Total before COVID-19 grants	16,423	347	1,425	2	119	1,893	R
Emergency funding & grants		-	-	-	(2,521)	(2,521)	G
National Leisure Recovery Fund		-	-	-	(173)	(173)	G
Income compensation		-	(735)	-	-	(735)	G
Net Total	16,423	347	690	2	(2,575)	(1,536)	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

Budgets under this category cover a multitude of arrangements with other local authorities and public bodies, as well as recoveries from third parties:

- Essex County Council's contributions toward services, including waste management, community transport, public health, and horticultural services etc.;
- Council Tax sharing and investment agreement with the major precepting authorities;
- Services provided via the Procurement Hub and Payroll Shared Service;

- Business rate cost of collection allowance;
- Planning performance agreements;
- Sponsorship income;
- Housing benefit (HB) overpayment recoveries; and
- Local tax cost recovery for non-payment.

Commentary on Joint Financing & Other Reimbursements

An adverse variance for the year of £347,000 across all services, mainly comprising:

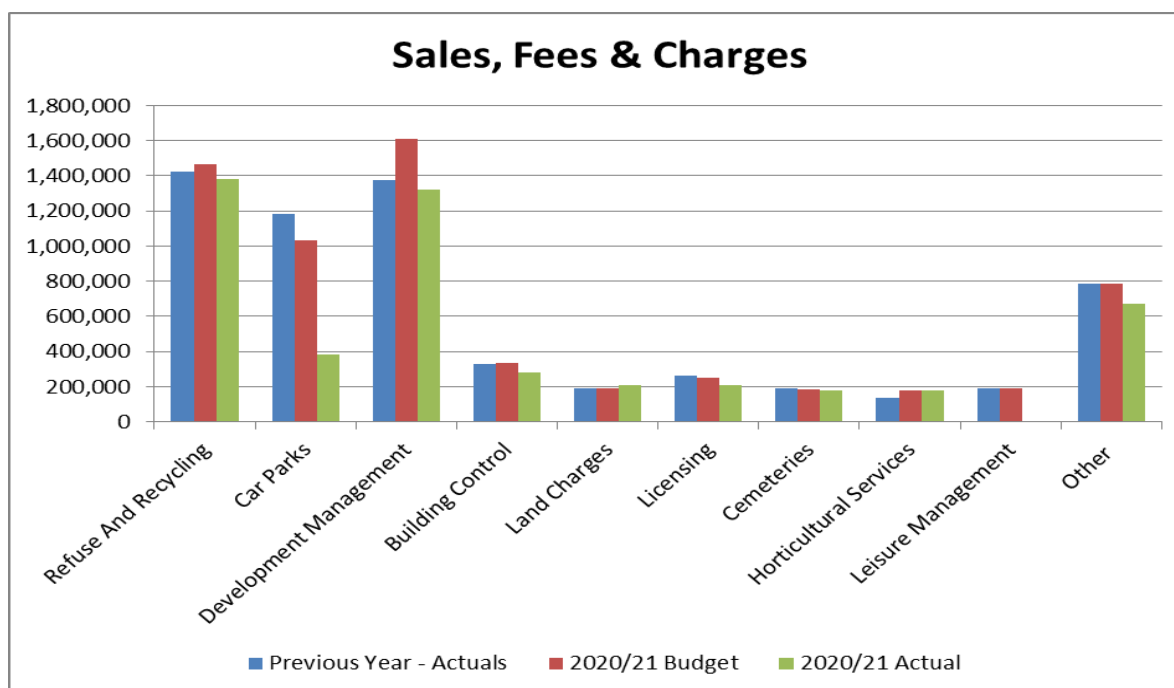
Finance: A reduction in **Housing Benefit overpayment recoveries** (-£140,000) and **Local Tax recovery costs** (-£238,000). Staff resources have been prioritised towards administering the Covid-19 business rate reliefs and grants, along with payments for those facing hardship including where having to self-isolate. Recovery procedures during the year were limited by the capacity and availability of the courts to deal with applications for liability orders. Amounts of council tax and business rates outstanding at the end of the year increased; however, the service will continue to recover amounts due in line with the normal recovery procedures.

Operations: Increased **recycling and disposal credits** (+£133,000) paid by Essex County Council due to the very high volume of domestic mixed dry recyclate (and contaminants) which is likely to be as a result of people spending more time at home and the increase in on-line shopping that was then reflected in the higher volume of packaging material in the waste stream.

Corporate Financing: with a reduction in the in-year council tax collection rate this meant the amount receivable under the **sharing agreement with major preceptors** reduced leading to an underachievement against budget of £121,000; however, with a slight upturn in performance towards the end of the year, this was an improvement over the position reported at Q3 when a shortfall of £229,000 had been forecast.

Sales, Fees & Charges

The budget for income from sales, fees & charges was £6.238 million with an outturn net underachievement of £1.425 million. The following chart shows the position for the main income streams:



Commentary on Fees and Charges:

- **Refuse and Recycling:** An overall net shortfall of £84,000, which is mainly due to the suspension and cancellation of accounts by commercial customers during the lockdown periods and period of restrictions. This was partially offset by increased demand from the bulky waste collection service.
- **Car Parks:** A substantial reduction in car park income from pay and display and season ticket/permits. The North Essex Parking Partnership also reduced enforcement during lockdowns resulting in a lower level of Penalty Charge Notice income than would normally be expected over this period. The overall under achievement against budget was £653,000.
- **Development Management:** After a sharp fall in the early stages of the year, the final quarter showed continued improvement with a significant amount of income received in March. The shortfall in income for the year was in line with that reported at Q3 of £255,000. Pre-application income was down against budget by £38,000.
- **Building Control:** The outturn was £280,000 which was lower than budget by £58,000 and reflects reduced orders during Covid. The service has responded to this shortfall through the non-filling of vacant posts as reported under the staffing variance.
- **Local Land Charges:** The scrapping of stamp duty on house purchases of up to £500,000 until 31 March 2021, led to an upturn in activity in the housing market which saw the service exceeding its income budget by £14,000 achieving almost £208,000, which was also higher than the previous year actual of £191,000.
- **Licensing:** A reduction in demand for both taxi private hire licences and temporary event notices, meant that the service generated £42,000 less than was originally budgeted.
- **Leisure Management:** To support the restoration of services in a safe and secure environment the leisure management fee paid to the Council by the operator was waived as part of an overall package of financial support (full year budget of £194,000).
- **Other Income –** The total budget was £786,000 across a wide range of differing services, including: Community Transport; the Town Hall Centre; Braintree Enterprise Centre conference income; non-commercial property service charges; and graphics and marketing income. Overall income was lower for the year by £113,000. The most significant areas within this shortfall related to the Community Transport service (-£70,000) and the Town Hall Centre (-£45,000) the use of both being adversely impacted by the pandemic. Income generated from advertising was lower than budget (-£15,000), as was the level of fee income from graphics and print room (-£22,000). Increased housing benefit income was claimed against payments made to provide temporary housing solutions (+£64,000).

Rental Income & Commercial Property Service Charges

The budget for rental income from land & property was £3.167 million – comprising the investment and commercial property portfolio, markets, housing properties, and other let properties. The outturn for the year is a minor shortfall of £2,000; however, within this market income was down by £54,000, which was largely offset by increased commercial property income.

Other Service & Corporate Income

Total budgeted Other Income was £1.944 million of which £740,000 related to internal recharges including staffing costs that were expected to be charged against capital projects (£608,000). Other external income was underachieved by £119,000.

Other external income includes:

- **Investment & Other Interest Income:** The budgeted amount was £1.061 million, against which the actual amount achieved was £889,000, a shortfall of £172,000.

Treasury Management

The Council's treasury management activity to the end of the March is summarised in the table below:

Amount Invested at start of the year	Activity to the end March		Amount Invested at end of the quarter
	New Investments	Investments Matured	
£53.11m	£862.36m	£880.00m	£35.47m
Average amount invested for the period			£62.57m
Highest amount invested			£94.72m

The amount of cash under management during the year was significantly increased due to government passporting Covid-19 financial support through local authorities; however, as spending on the capital programme accelerated this meant by the end of the year balances were almost £18million lower than at the start of the year. Where additional cashflow was managed this was primarily through placing deposits with the Debt Management Office Account Facility.

Investments totalling £19million continued to be held across a range of long-term pooled funds with varying exposures to property, equities, and other financial assets. The remaining balance of investments were held in money market funds, with liquid cash held in a current account with Lloyds Bank. No new loans with local authorities were made, although some that had been arranged in the previous financial matured in 2020/21.

Interest and dividends earned to the end of the year totalled £888,502, which is equivalent to an annualised rate of return of 1.42%:

Investments	Average Amount Invested	Interest & Dividends Earned	Annualised Return %
Long-Term Pooled Funds	£19.00m	£775,162	4.08%
Short-Term	£43.57m	£113,340	0.26%
Total	£62.57m	£888,502	1.42%

At the start of the financial year there were indications that dividend income might drop by as much as 30% compared with the previous year; however, a recovery in the latter half of the year meant that the final return for the year was down by 18%. This source of investment income continues to enhance the overall treasury management returns as short-term investments continue to be impacted by the prolonged period of ultra-low interest rates.

The market value of shares and units in pooled funds at the end of March 2021 was £20.222 million, representing an unrealised gain of £1.222 million. This was an increase in value of £3.478million since the previous financial year-end, which occurred just shortly after the outbreak of the Covid-19 pandemic.

Economic and Market Commentary

The coronavirus pandemic dominated 2020/21, leading to almost all countries being in some form of lockdown during the year. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures. Some good news came in December 2020 as two Covid-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency. Furthermore, the uncertainty surrounding Brexit reduced as a trade deal was agreed and written into UK law.

The Financial Times Stock Exchange (FTSE) indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they both remained lower than their pre-pandemic levels. Ultra-low interest rates prevailed throughout the period.

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

- Long-term pooled fund investments £19million (allocated: £3 million property fund; £13 million equity funds; and £3 million in diversified asset funds);
- Low volatility Money Market Funds (MMFs) £10 million;
- Variable net asset value MMF £4 million; and
- Lloyds current account £2.47 million.

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 outturn set out above, the movements on the General Fund balances are:

Balance at 1 April 2020	£'000
	6,882
Addition/(deductions):	
Budgeted addition	222
Funding for one-off investment	(136)
Pension Fund triennial payment	(1,646)
Pay award funding (+0.75%)	(135)
Outturn variance	812
Balance at 31 March 2021	5,999

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

- The approved budget included an anticipated addition to balances of £222,269, reflecting savings anticipated being made in advance of future years' budget shortfalls.
- An allocation from General Fund balances was approved by Full Council in February 2020, to meet one-off budget requirements: £14,000 in total for upgrading the CCTV at the Town Hall Centre and funding a Legal Services case management system; and a total of £122,000 provision for loss of income during the redevelopment of the Manor Street area.
- A one-off payment was made to the Essex Pension Fund covering the period April 2020 to March 2023, which is being part funded from General Fund balances. A repayment back into balances will be made in 2021/22 and 2022/23.
- The pay award implemented from April 2020 was 2.75% which was higher than originally allowed in the budget, therefore, service budgets have been adjusted with a contra amount reflected in the movement on General Fund balances.
- The outturn variance for the year, after Covid-19 exceptional funding, and net of budget carry forwards that were approved by the Cabinet Member for Finance and Transformation on 25th May 2021, means an addition to balances of £812,000.

Risks and Assumptions

The outturn is subject to finalisation of the Council's Statement of Accounts which is scheduled to be completed by the end of June. These will then be subject to external audit by BDO LLP. The outcome of the audit could lead to changes in the final outturn, details of which will be reported to the Corporate Governance Group and subsequently to Cabinet.

There are amounts of income included in the outturn that have yet to be confirmed as final in relation to a number of grant and subsidy claims which are subject to post claim assurance reviews and which will not be completed until sometime during 2021/22.

The outturn will be reviewed to ensure that any on-going issues have either been/ will be addressed in the Medium Term Financial Strategy as the financial position is reviewed ahead of setting the budget for 2022/23.

Capital Investment

The total value of the Council's approved capital programme is £74million. Delivery of a number of significant projects spans a number of years, therefore, the amount profiled to be spent in 2020/21 was circa £38million:

	Profiled Spend 2020/21 £000	Actual Spend at 31.3.21 £000	Actual Spend at 31.3.21 % of Profile
Commercial and investment property	38	43	113%
Horizon 120 Business Park	12,466	10,866	87%
Horizon 120 Enterprise Centre	885	872	99%
Manor Steet regeneration	15,421	13,202	86%
I-Construct	1,144	685	60%
Town Centre improvements	2,487	1,918	77%
Springwood Drive business units and parking	50	47	94%
Planned maintenance to Council premises	439	398	91%
Replacement vehicles and plant	123	114	93%
Information technology systems & equipment	580	170	29%
Play areas, parks and open spaces	490	288	59%
Environmental improvements	115	103	90%
Paths, cycleways, and other infrastructure	22	10	45%
Operational equipment	148	81	55%
Sports and leisure facilities improvements	222	356	160%
Waste management	1,228	1,228	100%
Climate change Initiatives	99	48	48%
Grants to registered social landlords	126	-	0%
Housing renovation & disabled facilities grants	494	509	103%
Capitalised interest	368	-	0%
Capital salaries	825	649	79%
Total	37,770	31,587	84%

Additions to the profiled programme during the final quarter included a project to provide a new artificial grass pitch at the Halstead Leisure Centre, and works to install new electric charging points in the Council's car parks, both of which have attracted external funding.

Total spend for the year was £31,587 million, leaving a balance of £6,183 million. Some of the smaller projects have been delayed due to the impact of the pandemic which has temporarily diverted in-house staff resources, and it is expected that progress on these will resume in 2021/22. Major projects for the H120 Business Park, Manor Street regeneration, Town Centre improvements, and I-Construct are all in progress and expect to complete in 2021/22.

The majority of the profiled budget remaining for the year will be carried over as continuing spend; however, there are underspends of £641,000 from out of the total programme budget which will be returned to corporate resources.

Capital resources

New capital resources in the year included:

Receipts that were generated from arrangements with Eastlight Community Housing (Eastlight) which totalled £1.374 million from 11 right-to-buy sales. This is lower than the previous year when 15 sales were completed that generated a receipt of £1.878 million. An additional £27,500 was received from Eastlight from the sale of land.

Receipts generated by the VAT shelter agreement with Eastlight were £302,000 for the year, higher than last year's amount of £245,000.

Two serviced land plots were sold on the Horizon 120 Business Park generating a capital receipt of over £3million; however, conditions of sale meant that 90% of the proceeds were required to be paid into an escrow account until the Council satisfies obligations regarding the provision of certain infrastructure works.

Agreements for the development, sale and transfer of dwellings at the Manor Street regeneration scheme were completed during the year. These will generate a usable capital receipt in 2021/22.

The Council received £931,000 grant from the Better Care Fund, which has been used to fund expenditure on disabled facilities grants. A further top up grant of £125,000 was unexpectedly received in the final quarter of the year, increasing the resources available for this programme of work in the future.

Report Title: New Braintree District Council Off-Street Parking Places Order	
Report to: Cabinet	
Date: 12 th July 2021	For: Decision
Key Decision: Yes	Decision Planner Ref No: DP/2021/14
Report Presented by: Councillor Mrs Wendy Schmitt, Cabinet Member for Environment	
Enquiries to: Samir Pandya, Operations Strategy & Policy Manager	

1. Purpose of the Report

- 1.1 The purpose of this report is to seek authority for a new Braintree District Council Off-Street Parking Places Order (OSPPO) to reflect the changes to the car parking provision in Braintree town centre as part of the Braintree Town Centre Public Realm Project.
- 1.2 The effect of a new OSPPO, if confirmed as proposed, will be to revoke the existing Braintree District Council (Off-Street Parking Places) Order 2021 (2021 Order). However, all the provisions in the 2021 Order will be brought forward into the new OSPPO with the exception of the following:
 - a) Removal of two Braintree car parks - Victoria Street and Manor Street; and
 - b) Addition of a new Braintree car park – Victoria Square, with tariff as set out in paragraph 4.1 of the report.

2. Recommendations

- 2.1 That Cabinet:
 1. Gives authority to commence the order making process for a new Off-Street Parking Places Order to remove the Council's car parks at Victoria Street and Manor Street, Braintree and to add the new car park at Victoria Square, Braintree, together with the tariff as set out in this report.
 2. Subject to recommendation 3. below, to authorise the Operations Strategy & Policy Manager, in consultation with the Head of Governance, to take all such steps as are expedient and necessary to make a new Braintree District Council (Off-Street Parking Places) Order in accordance with recommendation 1 of this report.
 3. In the event that representations are received to the making of the new Off-Street Parking Places Order, authority is delegated to the Cabinet

Member for Environment to consider the objections received within the statutory consultation period and determine whether the Order should be confirmed (with or without modifications).

3. Summary of Issues

- 3.1 The Council is responsible for a number of car parks in various locations within Braintree. The Council controls its public car parks by means of an Off-Street Parking Places Order (OSPPO). An OSPPO is a legal means by which the Council makes charges for parking in its car parks and enforces the failure to pay or meet any one or more of a number of specific terms and conditions. The OSPPO details the regulation of the Council's public car parks and sets out the charging periods and tariffs for the parking places included within the OSPPO. Whilst changes to parking tariffs can be accommodated by making a variation to the OSPPO, more fundamental changes require a new OSPPO to be issued.
- 3.2 Due to the proposed removal of two car parks in the Braintree town centre and inclusion of a new replacement car park within the OSPPO, in accordance with the provisions of the Road Traffic Regulation Act 1984 (as amended), the Council is required to make a new OSPPO. The Council will need to advertise the new OSPPO which will incorporate all the proposed changes as set out in this report.
- 3.3 The North Essex Parking Partnership (NEPP) undertakes Off-Street Parking Enforcement on behalf Braintree District Council as a partner Authority of NEPP.

4. Proposed Changes

- 4.1 The car parks at Victoria Street and Manor Street, Braintree, were demolished for the Braintree town centre Public Realm project (Victoria Square development). A new car park (known as Victoria Square) has been incorporated into the development which needs to be included in the new OSPPO so that parking enforcement can be introduced and undertaken by the NEPP. The tariff for the new Victoria Square car park will be the same as the current tariff for the Manor Street car park as set out below.

Days	Tariffs
Monday to Saturday 7am – 7pm	Up to 1 hr £1.00 1 to 3 hrs £2.00 3 to 6 hrs £3.50 over 6 hrs (daily rate) £6.00
Sunday 7am – 7pm	Daily charge £0.50
All days 7pm – 7am next day	Overnight charge £0.50 Valid 7pm to 7.30am

All days	<u>Overnight Permit</u>
7pm – 7am next day	<u>Valid 7pm to 7.30 am</u>
	Quarterly £30.00
	Six months £55.00
	Annual £100.00

5. Options

- 5.1 There are two options available to the Council, either to proceed with incorporating the new car park and removing two redundant car parks from the OSPPO or not to do so. It is recommend that the OSPPO is amended so that the limited number of spaces available at the new car park are used in accordance with the terms and conditions applicable to the car park, and that any contravention can be subject to enforcement action.

6. Next Steps

- 6.1 The OSPPO can only be made with the authority of Cabinet and as such the purpose of this report is to seek such authority. If granted the proposed Order will be subject to a statutory consultation in accordance with The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 (as amended).
- 6.2 The Council will be required to advertise the Proposed Order inviting comments from members of the public and key stakeholders, before advertising the final changes in light of the outcome of the consultation.
- 6.3 Should any representations to the proposals be received, these will have to be considered and a final judgement made on whether to confirm the Order or not, with or without modifications. To help streamline this process, it is recommended that delegated authority is given to the Cabinet Member for Environment to consider the objections received within the statutory consultation period and to determine whether the Order should be confirmed with or without modifications.

7. Financial Implications

- 7.1 The cost of making the proposed OSPPO, including statutory notice in the local press will be met by Operations from within their existing budgets.
- 7.2 The OSPPO is the mechanism by which the Council can charge for off-street parking. Estimated income of £29k is anticipated from the pay and display section of the new car park which will be available for general public use.

8. Legal Implications

- 8.1 OSPPOs are made under the provisions of the Road Traffic Regulation Act 1984 (as amended) (the 1984 Act). It is recommended that a new OSPPO be made to replace the OSPPO 2021 to incorporate the Victoria Square car park and remove the Victoria Street and Manor Street car parks referred to in this report.
- 8.2 The proposed OSPPO will be advertised and consulted upon in accordance with the requirements of the 1984 Act and The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 (as amended).
- 8.3 The Regulations require a minimum 21-day period for the submission of any objections. Any objections received in the statutory consultation period should be considered before making a decision as to whether to confirm the OSPPO. For expediency it is requested that authority is delegated to the Cabinet Member for Environment to consider the representations and to determine whether the OSPPO should be confirmed (without or without modifications).
- 8.4 A final version of the OSPPO shall be made and, in accordance with the Regulations, a 'notice of making' shall be published within 14 days and those who have made objections to the OSPPO notified of the Council's decision.

9. Other Implications

- 9.1 The proposals will impact upon all users of the car parks as outlined in the report. The new car park at Victoria Square is part of the redevelopment of the town centre and replaces two former car parks (Manor Street & Victoria Square).

10. Equality and Diversity Implications

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

(a).

- 10.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic. See paragraph 12.2 below.

11. List of Appendices

- 11.1 None.

12. Background Papers

- 12.1 The Braintree District Council (Off Street Parking Places) Order 2021
- 12.2 The Equality Impact Assessment

Report Title: Strategic Risk Register	
Report to: Cabinet	
Date: 12 th July 2021	For: Decision
Key Decision: No	Decision Planner Ref No: DP/2021/13
Report Presented by: Councillor John McKee, Cabinet Member for Finance and Corporate Transformation	
Enquiries to: Trevor Wilson, Head of Finance.(trevor.wilson@braintree.gov.uk)	

1. Purpose of the Report

- 1.1 The report provides an updated Strategic Risk Register (the Register) for Braintree District Council (the Council). The Register was agreed by Cabinet on 7th September 2020, before being considered at the Member Development evening on 27th May 2021, which provides Members with an opportunity to be consulted on the Register and discuss any updates that might be required. The Register set out in Appendix 1 incorporates those updates and is submitted for approval by Cabinet.
- 1.2 The Register details the risks which have potential to impact on the delivery of the Corporate Strategy over the medium-term. In addition to the Register being formally reviewed bi-annually by Members as part of the Member Development evening programme and Management Board. Management Board also ensures that the Register continues to be current by reviewing and updating the strategic risks, as necessary during the course of the year.
- 1.3 The Register forms one part of the Council's overall approach to risk management, other facets include:
 - Processes for identifying and recording operational risks;
 - Risk registers for major projects;
 - Business continuity planning; and
 - Emergency planning.

2. Recommendations

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

3. Summary of Issues

- 3.1 At the Member Development evening, Members considered each of the existing eleven risks in the Register: reviewing the vulnerability, triggers and consequences and also the risk rating.

3.2 Amendments to the narrative were debated and were agreed as appropriate by the relevant Cabinet Member. The current Risk Rating for each risk was also discussed and amendments were determined by vote. An amendment was proposed to the following risks:

- Risk 4 – Community Resilience – concern was expressed by some members about the number of people accessing mental health counselling, increases in eating disorders, the number of people on furlough and potential for criminals to prey on people which may be more vulnerable as a result of the pandemic and lockdowns. Cherie Root, Corporate Director, informed members that the Council's Covid Recovery Plan includes a workstream considering the response to health, housing and community issues that may result from Covid. Proposed increase from C2 to B2 – C2 agreed;
- Risk 5 – Service and Project Delivery – Chris Fleetham, Corporate Director, informed members that he considered this risk has reduced over last year based on a good standard of candidates applying for vacant posts and where specific expertise was required consultants have been engaged. In addition, good back-up arrangements were in place for IT systems. As a consequence the risk was well managed and the likelihood of the risk occurring was lower and proposed a decrease from C2 to D2 – D2 agreed; and
- Risk 6 – Affordable Housing and Homelessness – some members commented that more affordable homes were required. Councillor Bowers reported that the Council had a good record for affordable housing: exceeding target (150) last year with 220 affordable homes delivered and agreed an increased target for this year of 250. Proposed increase from C2 to B2 – agreed C2.

3.3 The number of risks above the Risk Tolerance Line (See Appendix) and therefore requiring active management have been reduced from eleven to ten; as a consequence of the rating reduction agreed for the Service and Project Delivery risk.

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

Risk Rating	Sept. 2020	May 2021
B2 (<i>High likelihood/ Critical impact</i>)	3	3
C1 (<i>Significant likelihood/ Catastrophic impact</i>)	1	1
C2 (<i>Significant likelihood/ Critical impact</i>)	7	6
D2 (<i>Low likelihood/ Critical impact</i>)	0	1
Total number of risks on Strategic Register	11	11

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

4. Options

- 4.1 This report invites Cabinet to approve the updated Register as determined at the Member Development Evening on 27th May 2021. However, Cabinet may determine that further amendments are required to the Register as part of their consideration. Those amendments will be incorporated into the Register, as appropriate.

5. Financial Implications

- 5.1 Risks and associated management action plans concerning the Council's finances are highlighted in risks 1 (Medium-Term Financial Strategy), 7 (Return on Investments) and 10 (Strategic Investment).

6. Legal Implications

- 6.1 There are no specific legal implications arising out of this report at this time.

7. Other Implications

- 7.1 Climate control issues, Safeguarding, Customer impacts are identified under specific risks included in within the Register.

8. Equality and Diversity Implications

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

9. List of Appendices

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

10. Background Papers

- 10.1 Strategic Risk report to Cabinet – [Agenda item 6a of meeting held on 7th September 2020.](#)

APPENDIX 1

STRATEGIC RISK PROFILE

Braintree District Council – reviewed at Member Development evening 27th May 2021

LIKELIHOOD ↑	A				
	B			1,2, 3	
	C			4, 6, 7, 9, 10, 11	8
	D			5	
	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

Strategic Risk Register including Management Action Plans (where appropriate)

Medium-Term Financial Strategy – 1

Risk Rating: **B2** (B2 February 2021 – updated for inclusion in Council MTFS report – February 2021)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council is unable to set a balanced Budget for the ensuing year and have a deliverable Financial Strategy over the Medium-Term.</p> <p>Local authorities' finances have been adversely impacted by the Covid-19 pandemic and although the Government has provided emergency funding in 2020/21 and 2021/22 the Council has recognised that it may need to use its balances to meet any shortfall in 2021/22. The impact on income levels across services in 2020/21 and how these may recover over the short and medium terms are extremely difficult to determine.</p> <p>The pandemic has also impacted on residents and businesses in the District and on their ability to meet council tax and business rate liabilities, which in turn impacts on the finances of the precepting authorities.</p> <p>The Government has been proposing fundamental change to Local Government funding: planning to introduce 75% Business Rates Retention and implement the outcomes of the Fair Funding Review and the Spending Review. Although originally planned for 2020/21 this has been delayed again until 2022/23 with the Funding Settlement for 2021/22 being for a single year and based on rolling forward the 2020/21 settlement.</p> <p>The Government had previously announced that the New Homes Bonus (NHB) scheme was to be reviewed but this has also been postponed until 2022/23.</p>	<ul style="list-style-type: none"> • Circumstances change rendering planned cost reductions/additional income unachievable • Other financial assumptions prove incorrect. Including significant income budgets not being achieved e.g. interest receivable on the investments in equity, multi-asset and property funds. • Other organisations which provide significant contributions to the Council face their own funding pressures and may require greater reductions than expected. • Economic conditions and market fluctuations cause changes at or before contract renewal. • Capital receipts not received as planned and capital resources insufficient to finance capital programme. • Business rates collected less than expected due for example to appeals being greater than the provision made. • Business Rates baseline reset for 2022/23, as determined by the Fair Funding Review, does not enable the Council to retain business rates growth achieved prior to reset (estimate of £1.49m in 2021/22). • Future Spending Reviews and Autumn Statement(s) require further savings. • The current Environment Bill consultation identifies changes that will be required to Council Services which is likely to have a financial impact. At this stage it is not clear how this will be funded. 	<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 • Corporate Director (Finance) the designated Section 151 officer, issues a Section 114 notice that it appears to them that the expenditure of the Council incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

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 balance significantly exceeds minimum level of £1.5m - estimated £5.4m as at 31st March 2021.</p> <p>Earmarked reserves to meet potential fluctuations: Estimated Business Rate Retention reserve and Treasury Management.</p> <p>Regular Budgetary Control and monitoring processes.</p> <p>Council policy to use New Homes Bonus to fund infrastructure project delivery and affordable homes.</p> <p>Strategy to increase income including investments (e.g. commercial property and solar panels) to achieve improved rate of return over the medium-term.</p> <p>Monitoring of investment counter-parties and returns on investments by Arlingclose, Treasury Advisors.</p>	<p>Close monitoring of cashflow, budgeted expenditure and income levels, including council tax and business rates, during the pandemic.</p> <p>A clear strategy on meeting the projected funding shortfall estimated in the MTFS over the medium-term.</p> <p>Monitor financial viability of key contract partners and commercial property tenants.</p> <p>Participate in consultation as proposals for the new 75% 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> <p>Continue work on development of financial resilience indicators.</p>	Corporate Director (CF)	<p>Cost reductions and income delivered on time and as budgeted.</p> <p>Setting a balanced base budget and having plans to meet funding shortfalls in subsequent years of MTFS.</p> <p>Service and performance levels delivered as planned.</p> <p>Collection rates of council tax and business rates achieve targets.</p> <p>Budget variations reported in timely manner with explanation and action plan, as appropriate.</p>	Monthly	<p>Dec. 2021 – Provisional funding settlement for 2022/23 announced by Gov't</p> <p>Feb. 2022 – Full Council sets council tax and budgets for 2022/23</p>	<p>Budget and MTFS provide a balanced base budget for 2021/22 with council tax frozen at £184.68 (Band D) and a withdrawal from balances of £320k.</p> <p>For planning purposes council tax increases in future years are at the core referendum threshold of 2% for 2022/23 onwards.</p> <p>Planned approach to addressing the estimated shortfalls in 2021/22 to 2024/25.</p> <p>An Investment and Development Programme Steering Group established to consider all potential investments.</p> <p>Investment Evaluation Tool used to assess all investment opportunities.</p>

Economic Development – 2

Risk rating: **B2** (B2 September 2020)

Management Board Owner – Corporate Director (DC)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Growth as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The impact of COVID-19 on the economy of the district has been substantial. However its long term impact is not yet fully understood as support schemes such as furlough are still in operation. The long-term impact of Covid on how people work (eg commuting, working from home, setting up new businesses) is not yet clear and this could have both a negative impact and be an opportunity for the District.</p> <p>The Plan for Growth was agreed by Cabinet in 2017 These include infrastructure, business support and skills development projects. These will need to be reviewed in light of the change in circumstances</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>UK departure from the EU may have a long term impact on the economy and business decision making.</p>	<p>Lack of investment in infrastructure prevents business growth and job creation.</p> <p>Widescale redundancies linked to particular sectors or businesses due to the impacts of Covid 19</p> <p>Economic bounce back from Covid 19 is not as strong as is being forecast</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> <p>Increasing unemployment rate in the District</p> <p>Decreasing opportunities for education, training and apprenticeships</p> <p>Local Plan Section 2 being delayed or being found unsound by the Planning Inspector and needing to be withdrawn.</p>	<ul style="list-style-type: none"> • Reduction in jobs • Fewer business operating in the District • Fewer new businesses being created • Jobs left unfilled due to lack of skilled employees • Disinvestment by existing businesses • Less investment in infrastructure • Empty premises and lack of visitors to town centres • 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 • Rising unemployment 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>BDC COVID-19 Recovery Plan includes an Economic Recovery plan, led by the portfolio holder and Corporate Director, in partnership with key stakeholders.</p> <p>Strong working relationship with stakeholders, education providers and partner local authorities on projects, priorities and strategies.</p> <p>District Plan for Growth being reviewed to set clear economic priorities over 1 year and 5 year periods.</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 infrastructure priorities to secure match funding</p> <p>Strategic Business Engagement Strategy approved by members and is being implemented.</p> <p>Strong engagement with local businesses.</p>	<p>Continuing to develop our relationship with key stakeholders to ensure shared goals and priorities are met</p> <p>Marketing and promotion of BDC/Partner business support services.</p> <p>Effective implementation of skills projects agreed by the Education and Skills Board</p> <p>Continue to provide appropriate levels of support to the Town Centre Partnership and other business led groups.</p> <p>Continue to source local and national funding sources which could provide grants for key projects</p> <p>Continuous review of business engagement programme to ensure it is meeting the requirements of businesses.</p>	Corporate Director (DC)	<p>Creation of new jobs</p> <p>New Business start-ups</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p> <p>Unemployment rate</p> <p>Business funding opportunities explored</p> <p>Empty commercial premises</p> <p>Readership of the Business Bulletin and other social media posts.</p> <p>Number of Apprenticeships</p>	Quarterly		<p>Education and skills board has engagement from schools colleges and employers</p> <p>Subscribers to the business newsletter and facebook page have substantial increased</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>Young Entrepreneurs Programme has been launched.</p> <p>Provided more than 10,700 Business Support Grants to businesses in the District on behalf of the Gov't.</p> <p>Awarded 100% Business Rate Relief to over 880 businesses on behalf of the Gov't in 2020/21 and first quarter of 2021/22.</p> <p>New ShopLocal ShopSafe campaign launched to encourage people to use local businesses as they reopen</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>Braintree District tourism website launched alongside partnership forum</p> <p>The North Essex Economic Board has agreed a strategy and funding has been secured to deliver projects</p>		Corporate Director (DC)		Quarterly		Funding secured to deliver an agreed action plan with partners from the North Essex Economic Board to support skills, inward investment and business support.

Planning – 3

Risk Ratings: **B2** (B2 September 2020)

Management Board Owner – Corporate Director (DC)

Vulnerability	Trigger	Consequence
<p>Braintree District Council adopted its Local Plan section 1 in February 2021 and is expected to hold hearing sessions into the Local Plan Section 2 in July 2021. Until that date the policies and allocations within the Local Plan section 2 only provides limited weight in decision making.</p> <p>Government policy on housing need has changed since the last Local Plan was adopted and the Council is now in a position where it must deliver a substantially higher number of homes. There is a requirement on the Council to show a deliverable 5 year supply of housing land at this new higher target and to pass a new Housing Delivery Test. At present the Council has a 5 year housing supply but this is yet to be tested.</p> <p>The Government White Paper (and subsequent inclusion in the May 2021 Queens Speech) on the future of Planning sets out a completely revised planning system for the country. This has the potential to impact both on the development of the next Local Plan but also on the remit and function of the Development Management team.</p>	<p>Local Plan Section 2 being delayed or being found unsound by the Planning Inspector and needing to be withdrawn.</p> <p>Government changes to national policies, guidance or methodologies which have implications for Plan or decision making.</p> <p>Land owners submitting speculative planning applications.</p> <p>Planning Inspectors concluding that the local authority does not have a 5 year housing supply.</p> <p>Failure of the Council to pass the Housing Delivery Test when results are published each November.</p>	<ul style="list-style-type: none"> • Further delays to the Local Plan process if further changes or evidence are required. • Council may need to produce a new Local Plan • Council may have to approve planning applications on sites outside of those proposed in the existing or draft Local Plan which would result in development which conflicts with the agreed spatial strategy • The Council failing to meet its requirements for housing need, including the needs for affordable housing. • Infrastructure requirements of new developments may not be sufficiently met. • Loss of appeals on planning applications for development on unallocated sites outside of development boundaries. • A presumption in favour of sustainable development may need to be implemented if the Council substantially failed the Housing Delivery Test. • The Council failing to meet its requirements for economic development land.

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>Based on the indicative timetable it is hoped that the Plan will be fully adopted by the end of 2021.</p> <p>Strong communications Plan with all information published on the website and communicated to residents and stakeholders through social media, traditional media and leaflets delivered directly to all households at key points.</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Good working relationships with key stakeholders in the District.</p> <p>The Planning teams are now fully staffed which will ensure the planning teams are able to deal with the increase in the number, scale and complexity of planning applications.</p>	<p>Project Plan and risk record for the Local Plan continually kept under review and updated as required.</p> <p>Matters for information and decision continue to be reported to the relevant committee or Full Council.</p> <p>Continued communication on the next steps of the Local Plan process and on key planning applications and appeals.</p> <p>Continue to hold regular meetings with developers, partners and key stakeholders.</p> <p>Internal resources kept under review to ensure they are fit for purpose.</p>	Corporate Director	<p>Local Plan adoption</p> <p>Outcome of appeal decisions relating to non-allocated sites.</p> <p>Outcome of the Housing Delivery Test</p> <p>Development Management Performance Data</p>	Quarterly	Autumn 2020	<p>Work is underway to prepare any updated evidence necessary for the section 2 examination.</p> <p>Press releases and regular bulletins issued throughout and at key points in the process.</p> <p>The Development Management team have cleared the vast majority of the backlog of planning applications which were received during lock down.</p> <p>Approval from Full Council was secured in December 2020 for a new Scheme of Delegation which will assist the Development Management team in processing a greater proportion of planning applications under delegated powers.</p>

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>The Development Management Improvement Plan has implemented a series of improvements and efficiencies to the DM service.</p> <p>The Council was nominated twice for the RTPi East Planning Excellence awards and for a National RTPi award.</p>	<p>Officers will maintain a watching brief on the governments proposed changes to the Plan making system through professional networks in order to assess the impact on the district and to consider whether any lobbying or other positions should be considered in response.</p>					

Community Resilience – 4

Risk Rating: **C2** (C2 September 2020)

Management Board Owners – Corporate Director (CR)

Vulnerability	Trigger	Consequence
<p>The community may not have the resilience to support itself and requires significant intervention. People are not able to support themselves, and inequalities prevent people from having the opportunities to live a good quality life.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment. This has been exacerbated as the impact of the pandemic begins to manifest.</p> <p>This, combined with the impact of welfare changes and the potential loss of significant roles in specific economic sectors, could have a further impact on those who are struggling financially.</p> <p>Mental and Emotional Health and Wellbeing decreases and there are an increasing number of people who suffer from mental health issues.</p> <p>Domestic Abuse charities report increased calls relating to domestic abuse. The new Domestic Abuse Act 2021 includes new duties for Councils.</p> <p>There is a growing population of older people, within the district and nationally, a proportion of whom will require public services.</p> <p>Local Housing Allowance (LHA) rates have now increased, bringing them back into line with the 30th percentile rent for each property size. While this is welcome, it will impact on people close or at the Benefit Cap level. It also increases the cost of new homes let at 'Affordable Rent' levels.</p>	<p>Demand for services from the Council and other public sector organisations increases which exceed our capacity to meet.</p> <p>Funding from the government to support duties reduces/ceases.</p> <p>The impact of higher unemployment and/or reduced hours of employment is not yet clear but is likely to impact on many Council services.</p>	<ul style="list-style-type: none"> • Potential increase in people seeking the Council's assistance with problems. • Reduction in community confidence • Increased demand for temporary accommodation due to homelessness. • Increased demands on the Council's Services. • Increased health inequalities. • Increase in number of households in fuel poverty and increase in number of children in poverty. • People feel more socially isolated and lonely • People have an increased risk of suffering from physical or mental health issues • Charities are less able to support communities and there are less volunteers • Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.

Vulnerability	Trigger	Consequence
<p>Charities have been affected financially and through restrictions around volunteers are unable to continue in the role that they have been in supporting communities. Informal volunteering is likely to have increased during the pandemic as people supported on another.</p> <p>Some people will have lost confidence and feel unable to go out shopping or to meet other people, decreasing their independence and increasing their social isolation and loneliness.</p> <p>People do not take opportunities to live an active lifestyle and are more susceptible to physical and mental health issues as a result.</p> <p>There is an increase in different views of the national and local response to COVID, which results in reduced community confidence and less people abiding by the guidelines.</p> <p>DHP allocations for 2021-22 have been reduced for a large number of authorities, including BDC which has seen a reduction of approx. 40% from the 2020-21 allocation to £170,315.</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>Community Recovery Workstream a key theme in the COVID recovery plan. This is being led by two portfolio holders and the Corporate Director.</p> <p>Action plan covers: Housing People Communities Health</p> <p>Work with Braintree Halstead and Witham Citizens Advice and; Eastlight Community Housing; Dept. for Work and Pensions to assist those affected by the welfare changes.</p> <p>Supporting residents to be healthy and live well working with a range of partners through the Livewell Boards and the Health and Wellbeing Panel.</p>	<p>Ensure continued work with the Health and Wellbeing Panel and other partners to identify and respond to community needs.</p> <p>Regularly update on the Community Recovery Workstream through the Recovery Co-ordination Group which reports into Cabinet.</p> <p>Regular reviews of the impact the welfare changes are having on those affected by reforms and work with key partners.</p> <p>Support Community 360 to provide assistance to charities and community groups across the district.</p>	Corporate Director	<p>Services able to meet the increased demand for services.</p> <p>Community confidence and resilience measures remains stable</p> <p>Customer satisfaction with their quality of life and place to live remains stable</p> <p>Funding sufficient to support those residents in extreme financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment.</p>	Quarterly		<p>Community Recovery Action Plan.</p> <p>Actions underway:</p> <ul style="list-style-type: none"> Community Employment Support Officer appointed. Schools engagement to help support students returning. Successful bids for Funding via Next Steps Accommodation Programme to help those rough sleeping Community Hub Support set up to those residents who are clinically extremely vulnerable. LiveWell Mental Health Forum <p>Corporate response to COVID, strong framework and links to Essex Resilience Forum.</p> <p>Community grants:- BDC's Councillors' Community Grant Fund Programme continues in 21/22.</p> <p>BDC Grant Funding continues to be provided to Community360 to help support the voluntary sector and also the Braintree, Halstead, Witham Citizen's Advice to provide advice.</p>

						<p>The Braintree District and Eastlight Community Fund provides grants totaling approx. £100,000 annually to projects that help improve health and well-being, increase aspirations and opportunities, or develop skills through training.</p>
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Service and Project Delivery – 5

Risk Rating: **D2** (C2 September 2020)

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. With an aging workforce 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. Increase in home working results in increased reliance on computer systems and remote access as well as virtual meeting technology to deliver services and projects.</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• Data loss

Affordable Housing and Homelessness – 6

Risk rating: **C2** (C2 September 2020)

Management Board Owner – Corporate Directors (DC & CR)

Vulnerability	Trigger	Consequence
<p>Affordable Housing As Eastlight has developed many of the sites in its ownership, we are increasingly reliant on market delivery of new homes to facilitate affordable housing provision. In the short-term (this year and next) delivery of new affordable housing is likely to be very good but a downturn in the market could present a serious challenge.</p> <p>We rely heavily on mainstream new development and in the past few years have negotiated for a really significant supply of new affordable homes.</p> <p>Homelessness The Homelessness Reduction Act 2017(HRA) came into force in April 2018, it means the Council needs to assist more people, at an earlier stage if they are facing homelessness. The Housing Team was restructured and new staffing appointments made, a further two new appointments will be made in 21/22. Funding resources are in place, but unclear what demands will be on the service given the unprecedented situation as a result of the pandemic.</p> <p>The impact of homelessness is being managed locally but relies on continuing funding of support services by Essex County Council. Compared to many other Essex LAs, we have good local provision, so any review of resources is likely to take resources away from the District.</p> <p>Evictions – On 12 May 21 the Government announced further support for renters with longer notice periods. There will be four month notice periods for most tenants until at least until the end of September. At some stage an increase in evictions is expected.</p>	<p>Market downturn.</p> <p>Government intervenes to require higher proportions of starter homes or other reduced-cost tenures.</p> <p>Developers push back on the number of affordable homes required on developments.</p> <p>Cost of housing (labour and materials) rises making them unaffordable</p> <p>Government policy on planning permissions and reducing red tape may reduce our supply of affordable housing on new sites under new policies. It is also likely to lead to more office-to-flats conversions (Permitted Development Rights)</p> <p>Increase in homelessness presentations and households joining the Housing Register due to economic impact of the pandemic.</p>	<ul style="list-style-type: none"> • Affordable housing needs not met • Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice' choice based lettings scheme • Cost to the Council of providing temporary accommodation increase • 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. • Increased workload & staff and temporary accommodation costs to manage increased demand for services. • Difficulty recruiting experienced / suitable staff as demand for such staff increases

Vulnerability	Trigger	Consequence
<p>We may also see a reduction in the number of private rented sector properties being advertised for re-let as owners seek to capitalise while the market is buoyant and because of concerns about the potential for future lockdowns and another period of evictions being put on hold. The Queen's Speech also confirmed the Government's intention to reform s21 (no fault) notices.</p>	<p>If support funding was reduced or different access arrangements to supported housing schemes it could impact adversely on residents and increase costs to the Council.</p>	

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 adopted in 2016/17</p> <p>New Homelessness and Rough Sleeping Strategy adopted in 2018/19</p> <p>Work with a range of housing associations to ensure that we can meet the varied needs of local residents and make sure we do not miss out on affordable housing opportunities.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p> <p>Working with other providers.</p> <p>Participating fully in work of 'Essex Prevents'; joint working with ECC to agree how we can prevent homelessness.</p> <p>Successful bid for 'Next Steps' funding for short and longer term accommodation costs associated with rough sleepers.</p> <p>Continued close working with Planning Policy and Development Management colleagues to support delivery of affordable homes.</p>	<p>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, supported by the Development Management team and policies contained within the Local Plan.</p> <p>Continue to review and implement actions in the Homelessness Strategy. This includes working with a wide range of partners including 'The Braintree District Homelessness Prevention Partnership'</p> <p>Review the Homelessness and Rough Sleeping Strategy by March 22.</p>	Corporate Director	<p>Local target for an average 100 dwellings per annum over a four year period.</p> <p>Maintaining a manageable number of temporary accommodation placements (under 50 at any one time)</p>	Quarterly		<p>Regular meetings with all housing associations with local development programmes.</p> <p>Stat Nav data updated each year.</p> <p>250 New Affordable Homes Completions expected in 21/22, but likely to be more.</p> <p>Authority delegated to Cabinet Members for Housing and Finance and Performance Management to agree acquisitions and funding commitments within the overall affordable housing budget in order to allow timely decisions to be taken and prevent opportunities being lost.</p> <p>Negotiations continue with a housing provider to secure 6 units of accommodation with support for rough sleepers/those at risk of rough sleeping. Anticipate on-stream by end June 2021.</p> <p>New Mental Health Navigator working with the Housing Teams in Braintree DC and Epping Forest DC to help support those at risk of rough sleeping. A one year partnership project with Essex CC and Essex Partnership University Trust.</p>

Return on Investments – 7

Risk Rating: **C2** (C2 September 2020)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council has an Investment Strategy which seeks to optimise use of available resources that includes investment in property, housing and other assets as well as investing surplus monies with financial institutions to achieve a reasonable rate of return and support the Council's revenue account.</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>In recent years 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 Covid-19 pandemic on the 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, even more crucial.</p> <p>HM Treasury is concerned about the increase in investment in commercial property by local authorities and has recently issued notice that local authorities will not be able to access borrowing from the PWLB if it is deemed to be for 'investment for yield'.</p>	<p>Failure of investment counterparty.</p> <p>Tenant ceases trading leading to void period and requirement to find a new tenant.</p> <p>Collapse in the equity market at a time when the Council needs to release money by selling the pooled funds.</p> <p>Funds are needed to be recalled at short notice.</p> <p>The purpose of borrowing from the PWLB is determined to be 'invest for yield'.</p>	<ul style="list-style-type: none"> • Loss of the principal sum and / or interest due on investments of surplus monies • Loss of rental income and increased costs (e.g. unoccupied business rates) • Impact on the Council's revenue account requiring unplanned service cuts and / or use of balances • Loss of access to loans from the PWLB: incurring penalty costs if repayment required and replacement borrowing from other sources likely to be at higher cost. • Decline in Council reputation

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 Treasury Management Strategy is agreed annually by Council. A Mid-year and an end-of-year report on performance against the TMS are received by the Governance and Audit Scrutiny Committee and by Full Council.</p> <p>The Council has set a limit of £25million 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 engaged Arlingclose as Treasury Management advisor – providing advice on and monitoring of investment counter parties and advice on borrowing requirements.</p> <p>Treasury Management Earmarked Reserve created from above budget investment returns achieved over past years to help manage fluctuations in returns in future years. Balance of reserve as at March 2020 was £1.27million.</p>	<p>Review impact and implications, on the Council's investment and capital programmes, of HM Treasury changes to criteria to access loans from the PWLB.</p> <p>Monitor the financial and trading position of key tenants leasing Council property.</p>	Corporate Director		Monthly		<p>An Investment and Development Programme Steering Group responsible for advising on and monitoring the Investment Strategy; the group replaced the Strategic Investment Group.</p> <p>Monthly valuation report on the pooled funds received from Arlingclose, Treasury Advisors.</p>

Risk: Emergency Planning – 8Risk Rating: **C1** (C1 September 2020)

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. An approved Recovery Plan would improve the Council's ability to support the community following an incident.</p> <p>BDC does not have the resources to respond effectively to the Emergency and deliver services.</p> <p>BDC are not resilient to continue to operate services through Business Continuity Planning. The lack of an approved Corporate BC Policy and agreed list of critical services leaves the council in a vulnerable position.</p> <p>The COVID pandemic has added an extra dimension as it cannot be responded to in the same way as previous emergency planning issues. This is due to the long term nature and progression of the pandemic.</p>	<p>Emergency event both response and recovery</p> <p>New roles and legislative powers that require enactment and management</p>	<p>District Wide</p> <ul style="list-style-type: none">• 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/perceived shortfall in Council's response in recovery phase <p>Council</p> <ul style="list-style-type: none">• Lack of preparedness results in the inability to identify and 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.• Being found wanting at public inquiry.

Actions/controls already in place	Required action/ management control	Responsibility for action	Critical success factors and KPI's	Review frequency	Key dates	Progress to date
<p>A robust, peer reviewed Emergency Plan has been developed.</p> <p>Communications & Media plan</p> <p>A Members Protocol has been produced setting out guidance for Members during an emergency.</p> <p>Mutual Aid – agreements are in place between authorities BDC is strengthening its procedures to receive Mutual Aid;</p> <p>Each service has to be resilient, through planned and tested procedures, to unexpected and potentially long term challenges.</p> <p>Pandemic Flu Plan agreed</p> <p>Active management of the current COVID response at organisational and Essex Resilience Forum levels.</p> <p>Regular review of our response and adaptation of response if required</p>	<p>Bi-yearly review of Emergency Plan</p> <p>Bi-yearly review of Communications and Media Plan</p> <p>Rest Centres plan – run an annual exercise</p> <p>Continue to deliver training programme</p> <p>Dialogue with partner organisations</p> <p>Services need to demonstrate the capability and capacity to manage excessive additional demand due the Council's responsibility for response and recovery under the CCA 2004, Housing Act. Local Government Act and other relevant legislation.</p> <p>Following Covid responses update Recovery Plan.</p>	Corporate Director	Service and performance levels delivered as planned.	Annual		<p>Training delivered: senior/tactical training, recovery training, logistics training, rest centre training; communications training</p> <p>Peer reviewed training programme for staff involved at all levels, volunteers-tactical-strategic</p> <p>New starters will have a requirement to assist in emergencies detailed in their role profiles.</p> <p>Testing of dual emergency response – Exercise July 2020</p> <p>Active response in progress using command structures to COVID.</p>

Risk: Information Management and Cyber Security – 9Risk Rating – **C2** (C2 September 2020)

Management Board Owner – Corporate Director (CF and CR)

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

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Information security policies – regularly reviewed and updated</p> <p>External auditing and challenge on a regular basis against policies and systems as well as regular external penetration testing with action plans created</p> <p>Regular review of technical infrastructure, including firewalls, hardware and software</p> <p>PSN Compliance</p> <p>Training/education in cyber security for users</p> <p>6-weekly meeting of cyber-security sub-group to review all aspects of cyber-security</p> <p>Regular meta-compliance checks for all employees and members</p> <p>Project Plan to deliver and ensure ongoing management of Data Protection legislation.</p> <p>Controls in place around the implementation of virtual meetings software and clear guidance for staff and members</p>	<p>Continued review of cyber security arrangements</p> <p>Raise awareness of information management and cyber security issues for all staff and members</p> <p>Review resourcing requirements around data protection and information management</p> <p>Targeted training</p> <p>Induction courses for new entrants</p> <p>Software kept up to date</p> <p>End of life hardware replaced as and when necessary</p> <p>Continue to keep abreast of cyber security issues and ensure that these are factored into BDC response.</p>	Corporate Director	<p>Up to date Reviews</p> <p>Year on year improvements</p> <p>Number of articles published/ seminars delivered</p> <p>Training demand met</p> <p>New entrants on induction within 2 weeks of joining</p>	Quarterly		<p>Project Plan to ensure ongoing management of Data Protection legislation.</p> <p>PSN compliance up to date 2021</p> <p>Regular attendance at Cyber Security summits/meetings at national level</p> <p>Online training available for all staff and part of the induction process</p> <p>Programme of updates in place for all software, hardware and infrastructure</p> <p>Regular vulnerability checks and internal and external penetration testing</p>

Strategic Investment - 10

Risk rating **C2** (C2 September 2020)

Management Board Owner – Corporate Director (DC)

Vulnerability	Trigger	Consequence
<p>The District Investment Strategy targets capital investments to support infrastructure improvements, with particular emphasis on: improved healthcare facilities, enhanced town centres, increased employment and business opportunities, improved highways infrastructure.</p> <p>Investment intervention is required to support planned housing and population growth in the District.</p> <p>Capital investments must make a positive financial return for BDC. This will increasingly need to consider revenue return as well as capital return.</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>UK's exit from the EU, COVID and other macroeconomic uncertainties may adversely affect BDC's ability to deliver financially viable capital investments: for example, increased construction costs, house price deflation, and commercial rent deflation.</p> <p>Failure to secure planning consent on development projects.</p> <p>Inadequate systems and processes lead to inconsistent decision making, failure to agree and stick to priorities, under- utilisation of finite resources, weak cost control, over-reliance on external advice without proper challenge or consideration of the brief/scope/purpose.</p> <p>Insufficient stakeholder management.</p>	<p>Lack of investment in infrastructure acts as a barrier to required housing growth and reduces opportunities for businesses to grow.</p> <p>Inability to secure prudential borrowing at preferential interest rates and the impact of the government's recent changes to PWLB accessibility removes potential capital funding route.</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> <p>Failure to clarify and agree core project and/or programme objectives, Critical Success Factors (CSF) or KPIs.</p> <p>Project failure or delay due to lack of stakeholder engagement.</p> <p style="text-align: center;">74</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 • Expectations raised and disappointed • Unplanned and/or abortive expenditure • Dilution of political support for programme • Public perception of Council spending and lack of effective control • Interest charges have to be charged to revenue rather than capitalized against the project

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>District Investment reserve approved and ring-fenced.</p> <p>All investment opportunities rely on cost/value advice provided by expert third party specialists and the impact of the government's recent changes to PWLB accessibility removes potential capital funding route.</p> <p>All investment opportunities appraised via industry-standard informed investment tool.</p> <p>Strong working relationship with Essex County Council, Haven Gateway, the South East Local Enterprise Partnership (LEP), Homes England on major projects and key priorities</p> <p>Engagement with relevant BDC teams (including Asset Management, Finance, Legal, Operations, Planning and Procurement) to ensure early engagement on scheme development to ensure end product is lettable and fit-for-purpose.</p> <p>Procurement of appropriate architects and planning consultants for each scheme.</p>	<p>Continual monitoring of costs and spend.</p> <p>Continued use of expert third parties to provide comprehensive cost estimates and advice of market trends.</p> <p>Consistent modelling to agreed financial parameters.</p> <p>Increased networking and promotion of BDC's investment aspirations with key external stakeholders and potential funders. Continue to source local and national funding resources which could provide grants for key projects.</p> <p>Implementation of timely, high-quality marketing strategies for all development projects.</p> <p>Early engagement with Planning Team and judicious use of the pre-application process.</p> <p>Increase organisational "maturity" and embed rigorous and consistently applied project and programme processes and reporting.</p> <p>Regular review of approved parameters and hurdle rates.</p> <p>Weighted NPV measure to reflect non-financial priorities</p>	<p>Chief Executive Corporate Director (DC)</p>	<p>Delivery of all projects approved via District Investment Strategy</p> <p>Delivery of all projects to budget and approved financial return</p> <p>Delivery of all projects to budget and approved financial return</p> <p>Leverage of third party funding to support BDC capital projects</p> <p>New Business start-ups</p> <p>Sale/letting of new properties at approved levels and to approved timescales.</p> <p>Achievement of detailed planning consent first time, every time.</p> <p>CSF's & KPI's: Jobs created; Spend in local economy; Business rates generated.</p>	<p>Quarterly</p>		<p>Consistent presentation of detailed costs to all BDC approval bodies. Joint-working with Finance Team to model financial impact of all opportunities.</p> <p>Procurement of expert commercial and property agents to advise on achievable values, marketing and sales rates.</p> <p>Manor Street, I-construct and Horizon 120 projects progressing according to schedule.</p> <p>Horizon 120 –Local Development Order agreed and project progressing.</p> <p>Significant funding allocated via LEP for Horizon 120 Enterprise Centre.</p>

Climate Change – 11

Risk Rating: **C2** (C2 September 2020)

Management Board Owner – Corporate Director (CR)

Vulnerability	Trigger	Consequence
<p>'Climate change' refers to changes in the earth's climate that are caused by increasing levels of greenhouse gases such as carbon dioxide (CO₂) in the atmosphere.</p> <p>Climate change adaptation describes measures that can be put into place to help us adapt the changes in our climate that are now inevitable. These changes range from increased temperatures and drought conditions to extreme weather events such as intense periods of rainfall and subsequent flash flooding.</p> <p>The Council has declared a "Climate Emergency" with an aim to make Braintree District Council activities, as far as practical, carbon neutral by 2030.</p> <p>Climate change will impact council services, from the buildings that we manage through to open spaces and our role in emergency planning, as well as impacting on Braintree district residents, particularly those who are most vulnerable.</p> <p>The services provided by the Council are reliant on access to all parts of the district by our vehicles and the ability of staff to travel to their place of work.</p> <p>Business Continuity plans are essential for the Council to be able to respond to the effect of climate change on our estate and our staff which impacts our services. This is combined with the potential increasing and changing demand for services including parks and landscapes, environmental health, community support, health and wellbeing, building control etc.</p>	<p>Increase in mean temperature</p> <p>Decrease in air quality</p> <p>Depletion of key resources including water</p> <p>Severe weather event(s) including drought, floods and gales.</p> <p>Failure to deliver 2030 carbon neutral target</p>	<ul style="list-style-type: none"> • Failure to maintain/deliver services and an increased cost of delivering services • Increased financial costs for Council (due to insurance excesses/ pressures on service delivery) • Reduction in resilience of the organisation • Reputation of Council damaged through failure to deliver services. • Failure to give local community leadership in preparing for climate change.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Climate Local Strategy 2014 to 2018 in place and a number of actions being undertaken to reduce negative impact on climate from council services and assets as well as encouraging residents and businesses to reduce their impact on the climate.</p> <p>A Climate Change working group has been established. An action plan is to be developed to ensure all Council functions and decision making is in line with the shift to carbon neutral by 2030.</p> <p>Emergency Plan considers climate related risks and our response to this type of emergency.</p> <p>The draft Climate Local Strategy has a number of actions in place to support the community to adapt to climate change.</p> <p>Business Continuity plan for the organisation to respond to risks</p>	<p>The draft Climate Strategy currently in engagement process.</p> <p>Continue to review Emergency Plan to consider emerging climate related issues and risks.</p> <p>Business Continuity plan is being reviewed to specifically consider climate risks.</p> <p>Implement the outcomes from the Environment Bill – Expected early 2022</p>	<p>Corporate Director</p> <p>Sustainability Manager</p> <p>Sustainability Manager</p>	<p>New Climate Strategy and received by Council</p> <p>Publish Action Plan</p> <p>Delivery of objectives of Climate Change Strategy</p>	Annual review	<p>Feb 2021</p> <p>Sept 2021</p> <p>Sept 2021</p>	<p>Completed actions from the Climate Local Action Plan 2014 – 2018. Further details on achievement available</p> <p>Declared Climate Emergency July 2019</p> <p>Climate Change Working Group in place representing the Council, Businesses and Residents with academic support to develop the next Climate Local Strategy</p> <p>Annual Emergency Planning desktop exercise, concerning severe weather, for BDC</p> <p>Officer group established to encourage waste reduction by staff and at council premises.</p>

Report Title: Microsoft Office Licence procurement	
Report to: Cabinet	
Date: 12 July 2021	For: Decision
Key Decision: Yes	Decision Planner Ref No: DP/2021/15
Report Presented by: Councillor John Mckee, Cabinet Member for Finance and Corporate Transformation	
Enquiries to: Cherie Root, Corporate Director (Operational), cherie.root@braintree.gov.uk ,	

1. Purpose of the Report

- 1.1. The purpose of this report is to agree the new licencing model for Microsoft Office for Braintree District Council (the Council) and to agree the associated funding required to procure this software.

2. Recommendations

2.1. Cabinet:

- 2.1.1. Notes the procurement of the Microsoft Office licensing, which provides increased security measures to support remote and hybrid working in accordance with the process set out in paragraphs 3.12 and 3.13; and
- 2.1.2. Agrees the allocation of funding of £8,000 in 2021/22 and £28,000 in 2022/23 and following years. To allow for the upgrade to the Council's Microsoft licences, ensuring that products are supported by Microsoft, compliant with Microsoft's latest licencing models and include recommended security features; and
- 2.1.3. Agrees to delegate authority to Corporate Director (Operational) to award the contract for the licences following the conclusion of the procurement process, providing it is within the agreed budget set out above.

3. Summary of Issues

- 3.1. The Council currently uses a mix of MS Office 2013 (perpetual) licences which do not attract an annual cost and Office 365 (subscription) licences which are paid for on an annual basis.
- 3.2. Microsoft, along with a number of other software vendors, have moved to a subscription style licencing model, which requires users to pay for an annual licence rather than perpetual licence.

- 3.3. MS Office 2013 is currently programmed to go out of extended support in April 2023. However, as from February 2021 Microsoft discontinued support of the current MS Office 2013/Office 365 configuration that the Council currently uses. This increases the risk of performance and reliability issues over time.
- 3.4. The Council's Licenced software needs to be upgraded to the most up to date versions to prevent compatibility issues with software, which could result in internal processes failing, and to ensure that security updates are able to be applied.
- 3.5. The current budget for Microsoft Office Licensing is £58,110 in 2021/22 and £65,290 in 2022/23. This reflects the current mix of perpetual and subscription based licencing that is operated.
- 3.6. The Council renews its Microsoft Office Licensing every three years. The next renewal date is July 2021. As a result, the Council will be required to procure its subscription based Microsoft Office licenses by 31st July 2021.
- 3.7. To ensure that Microsoft Office continues to be supported for all users and to minimise the risk of compatibility issues between versions, all Microsoft Licences currently held would need to move to Office 365 subscription based licences at this point.
- 3.8. There are two options which the Council can consider to procure Microsoft Office 365 Licences. This includes a standard model, which retains similar security features to previous versions of software, or an enhanced security model adding enterprise mobility products, which would increase protection available to support remote and hybrid working.
- 3.9. Before March 2020, the majority of the Council's workstations were fixed desktops located in secure offices. Since the start of the COVID pandemic, the Council has moved to a largely remote working solution, and long term is planning to continue with hybrid working. The majority of desktops have now been replaced with laptops to support this.
- 3.10. Following a review of workstation and user security, it is recommended that the Council takes further steps to protect the workstations, mobile devices and its data using the technology available to provide the protection. This includes added protection for data on mobile devices, and increased abilities to manage data remotely on devices.
- 3.11. Implementing the upgraded software and licences, including the enhanced security features, will:
 - Ensure that the Council implements an appropriate licencing model for the current use of hardware and software
 - Create a secure cyber environment where council data stored on remote devices (laptops, phones and tablets) is protected and can be remotely wiped from devices.
 - Reduce the possibility of data loss, theft, breach or damage for which the authority could be liable under GDPR legislation. This is pertinent to

officers' workstations as well as members' devices used to access council information and data.

- Provide a more secure method for logging onto and accessing remote devices.

Procurement

- 3.12 The procurement process is being conducted through a Mini-Competition exercise via the NHS Shared Business Services (SBS) Framework. This framework covers a range of key areas, including IT services. It offers a compliant route to market for MHS and public sector organisations. The award criteria are based on the ability to deliver the required licensing, cost for either the standard or enhanced security features, depending on the option chosen, as well as the technical support from the supplier.
- 3.13 The criteria were released to eligible companies in May 2021. Four responses were received and assessed on price as well as the quality of the technical support, the advice supplied, their experience in the local government arena and their support base. The price responses were assessed by Procurement whilst the technical assessment was undertaken by ICT Services. One company scored highly on all fronts as well as consistently offering the best prices for the different options defined. It will be awarded the contract dependent on the council's final decision on the chosen option.

4. Options

Option 1 - Implement new standard licencing

- 4.1 This option would provide staff and Councillors with the software required to carry out their roles, duties and functions, and which would be supported by Microsoft.
- 4.2 This option would not provide the enhanced security recommended to support the remote or hybrid working model which the Council is currently operating.
- 4.3 The cost of this option would be £81,000 per annum, requiring an increase in budget of £3,000 in 2021/22 and £16,000 in 2022/23 onwards.
- 4.4 This option increases the risk of costs associated with a data breach or cyber security incident.

Option 2 - Implement licensing with increased security functionality

- 4.5 This option would provide the Council with security features which separate work-related data from personal data and allows the council to remotely wipe council data without interfering with personal information on the same device.
- 4.6 In addition, it will provide more secure methods for protecting access to devices and for managing the data held on them to prevent loss/theft. This is critical where mobile workers are involved and where people use their personal devices (tablets and smartphones) to access council information and emails.

- 4.7 This is the recommended option. It gives an increased level of security, protects data more effectively and reduces opportunities data loss, allowing the Council to continue operating a remote or hybrid working model for staff and Councillors in a safer way.
- 4.8 The cost of this option would be £93,000 per annum, requiring a further budget allocation of £8,000 in 2021/22 and £28,000 from 2022/23 onwards.

5. Financial Implications

- 5.1 The base revenue budget currently provides for £58,000 in 2021/22 and £65,000 in 2022/23.
- 5.2 The estimated cost for the recommended solution required is £66,000 in 2021/22 and £93,000 for 2022/23 onwards.
- 5.3 The additional sum of £8,000 for 2021/22 would be funded from reserves. Supplementary revenue budgets are therefore required in the sum of £28,000 in 2022/23 to meet the additional costs arising out of the recommended solution.
- 5.4 It should be noted that the costs used for comparison are those from the bid prices. They are from the company that BDC would choose to award the contract on the basis of price and quality.

6. Legal Implications

- 6.1 There are legal implications for the Council if it is not operating the correct form of Microsoft Office licensing that is appropriate for its use of their products. This could result in legal action being taken by Microsoft.
- 6.2 There are also potential legal implications arising from not having identified and implemented the most effective level of security to safeguard the data which the Council manages, processes or accesses. The Council as a data processor has an obligation to ensure that it has systems in place that safeguard the information it holds. Failure to do so could result in investigation and potential prosecution by the Information Commissioner, which could result in a financial penalty.

7. Other Implications

- 7.1 There are no other implications arising out of the recommendations within this report.

8. Equality and Diversity Implications

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

9. List of Appendices

- 9.1 None

10. List of Background Papers

- 10.1 None

Agenda Item: 8a

Report Title: Sible Hedingham, Land Disposal for development of a Medical Centre	
Report to: Cabinet	
Date: 12th July 2021	For: Decision
Key Decision: Yes	Decision Planner Ref No:
Report Presented by: Councillor Kevin Bowers, Cabinet Member for Housing, Assets and Skills	
Enquiries to: Dominic Collins, Corporate Director (Growth)	

Confidential Appendix

This report has a confidential appendix which is not for publication as it includes exempt information falling within paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

1. Purpose of the Report

- 1.1 At its meeting, on 9th July 2018, Cabinet authorised a feasibility budget to progress the design and business case for a new medical centre in Sible Hedingham.
- 1.2 At its meeting, on 26th November 2018, Cabinet approved a capital budget for the development of a medical centre, in Sible Hedingham, to be leased to the Sible Hedingham and Castle Hedingham Group Practices, which were intending to merge.
- 1.3 The purpose, of this report, is to seek authority to conclude negotiations and to enter into contract, with One Medical, for the transfer of the land for the new medical centre.

2. Recommendations

- 2.1 Cabinet agree to delegate authority, to the Corporate Director (Growth), in consultation with the Corporate Director (Finance), to approve the terms, to be agreed, with One Medical Ltd, and to enter into contract for the disposal of the required land for the purposes of the Sible Hedingham Medical Centre.

3. Summary of Issues

- 3.1 On the 12th July 2013, Braintree District Council (the Council) executed a S106 Agreement, with Bloor Homes and other parties, in respect of the planning permission granted for the Premdor residential development. A term,

of that S106 Agreement, was that the developer would transfer 2,477 m² of land, at nil cost, to the Council for the development of a new medical centre. That transfer was finally completed on 15th March 2021.

- 3.2 The Council's original intention, as outlined in the July and November 2018 Cabinet reports, was to generate a net positive income stream through the development, of the medical centre, and its lease to the merged group practices.
- 3.3 During due diligence, the design was progressed to reflect advice obtained in a pre-application meeting with planning officers. Independent advice determined that the likely capital costs would exceed the value generated by the lease terms, agreed by the group practices. On this basis, the project was not considered financially viable.
- 3.4 Subsequent to this, it was agreed, with the group practices, that the Council would invite proposals, from developers, including specialist developers, with a view to transferring the land to a preferred developer.
- 3.5 Accordingly a formal competitive process was undertaken and concluded on 8th March 2021. The group practices were consulted throughout the process and agreed the evaluation criteria. The outcome, of the competitive process, is that One Medical Ltd are the preferred developer, and the Council are now in the process of finalising the terms of the Contract with them so as to allow for the land to be transferred to them, and for the works to commence on site for the development of a new medical centre.
- 3.6 The recommendations set out in this report will help the Council to deliver the following Corporate Objectives:
 - Residents live well in healthy and resilient communities where residents feel supported;
- 3.7 This will be achieved by the delivery of a modern health care facility to replace the two current surgeries, which are regarded as no longer fit for purpose.

4. Options

- 4.1 Consideration was given to the option of increasing the value by charging the full market rent achievable with upward only rent reviews and no break clauses. This did increase the value but was still insufficient to cover the capital costs and therefore is not the recommended route forward.
- 4.2 Consideration was also given to the option of transferring the site to either the merged group practice or to the Mid Essex Clinical Commissioning Group (MECCG). The former is not permissible, under NHS regulations, and the latter declined. Accordingly this option is not the recommended route forward at this time.
- 4.3 There is a further option of foregoing the project and transferring the land back to the residential developer. That option has not been pursued as all parties

acknowledge that the new medical centre is urgently required by the local community.

- 4.4 In consultation, with the group practice, its professional advisors and MECCG, it was agreed that the Council would undertake a competitive process to invite commercial developers to submit proposals. The evaluation criteria was agreed with the group practice and the process launched on 1st February 2021. The process closed on 8th March 2021 and the group practice was invited to participate in the evaluation of the 5 proposals received. The clear outcome is that One Medical Ltd is the preferred developer. This option will result in the development of a new medical centre, and is therefore the preferred option.

5. Financial Implications

- 5.1 This proposal does not require or seek any further authority in respect of finance. The November 2018 Cabinet approval can be extinguished.
- 5.2 In the event that there is a zero or nominal capital receipt, the expenditure incurred to date and to be incurred in concluding the onward transfer, will be abortive and will be written off. That previous and projected expenditure is within the authority granted in July 2018.
- 5.3 Full details are set out in the Confidential Appendix.

6. Legal Implications

- 6.1 The S106 Agreement provides for the now completed transfer of land to the Council. It does not however require the Council to undertake the development and provides for the Council to be able to nominate a 3rd party developer.
- 6.2 The Council is required, by S123 Local Government Act 1972, to be able to demonstrate that it has obtained the best value reasonably obtainable in the market, when disposing of property. In this instance, the land is being transferred with the obligation to develop the medical centre. It is therefore likely that the value will be zero or nominal. Nonetheless, and for completeness, an external practice will be commissioned to advise on the value (if any) of the terms finally agreed.

7. Other Implications

- 7.1 This report addresses the only practical option available to deliver an urgently required community health facility.
- 7.2 It is an NHS requirement that new health premises should aim to achieve a BREAMM Excellent rating through exceptional energy efficiency

8. Equality and Diversity Implications

- 8.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
 - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 8.3 A full and detailed review of the Equality Impacts of the project was undertaken at the commencement of the project and have been reviewed throughout. The decision set out in this report does not have a disproportionately adverse impact on any people with a particular characteristic and does not require a further assessment to be carried out.

9. List of Appendices

- 9.1 Appendix - Confidential appendix

10. Background Papers

Report and Minutes of Cabinet meeting [9th July 2018](#)

Report and Minutes of Cabinet meeting [26th November 2018](#)