

# **CABINET AGENDA**

**Monday, 10<sup>th</sup> October 2022 at 5pm**

**Council Chamber, Braintree District Council, Causeway House,  
BockingEnd, Braintree, CM7 9HB**

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

**Overall Strategy Innovative Environment**

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

Councillor G Butland (Leader of the Council)  
Councillor J McKee  
Councillor Mrs W Schmitt  
Councillor R van Dulken

**Connecting People, Places and Prosperity**

Economic Growth  
Housing, Assets and Skills  
Planning and Infrastructure

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

**Supporting Our Communities**

Health and Wellbeing  
Communities

Councillor P Tattersley  
Councillor F Ricci

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

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

D GASCOYNE  
Chief Executive

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

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

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

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

The Agenda allows for a period of up to 30 minutes for Public Question Time.

Members of the public wishing to participate are requested to register by contacting the Governance and Members Team on 01376 552525 or email [governance@braintree.gov.uk](mailto:governance@braintree.gov.uk) 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). Public Question Time speakers may participate in person or virtually. Speaker preference must be indicated upon registration.

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

The public may ask questions on any matter listed on the Agenda for this meeting. All questions or statements should be concise and should be able to be read within the 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 a 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 may not be able to sit in the Council Chamber, but will be able 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.

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

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

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

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**Mobile Phones:**

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

**Webcast and Audio Recording:**

Please note that this meeting will be webcast and audio recorded. You can view webcasts for up to 6 months after the meeting using this link: <http://braintree.public-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](mailto:governance@braintree.gov.uk)

**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**

The Minutes of the Meeting of Cabinet held on Wednesday 5th October 2022 will be considered at the next meeting of Cabinet on 28th November 2022.

**4 Public Question Time**

(See paragraph above)

**5 OVERALL STRATEGY****5a Review of Bouncing Back Together – Our Plan for the District October 2021 to March 2023 5 - 16****6 FINANCE & CORPORATE TRANSFORMATION****6a First Quarter Performance Report 2022-23 17 - 45**

<b>Report Title:</b> Review of Bouncing Back Together – Our Plan for the District: October 2021 to March 2023	
<b>Report to:</b> Cabinet	
<b>Date:</b> 10 <sup>th</sup> October 2022	<b>For:</b> Decision
<b>Key Decision:</b> No	<b>Decision Planner Ref No:</b> DP/2022/34
<b>Report Presented by:</b> Councillor Graham Butland, Leader of the Council	
<b>Enquiries to:</b> Tracey Headford, Business Solutions Manager, <a href="mailto:tracey.headford@braintree.gov.uk">tracey.headford@braintree.gov.uk</a>	

## 1. Purpose of the Report

1.1 Bouncing Back Together is our Annual Plan covering the period October 2021 up to March 2023 and details our actions and performance measures to support the delivery of the Corporate Strategy 2020 – 2024. The actions and performance measures are aligned to each corporate strategy theme as follows:

- Connecting People and Places
- Enhancing our Environment
- Supporting our Communities
- Promoting Prosperity
- Delivering and Innovating

1.2 The plan has undertaken its second review to take account of changes to budgets, new legislation and the new challenges and opportunities facing our district.

1.3 The Plan also provides the performance framework for managing the delivery of the actions and priorities by regularly reviewing the activity and achievements against it and reporting on the progress on a quarterly basis to Cabinet.

## 2. Recommendations

2.1 To approve the revised version of our Plan for the District titled 'Bouncing Back Together' up to March 2023

## 3. Summary of Issues

3.1 In October 2021, Cabinet approved the 18 month Bouncing Back Together plan setting out the ambitions of the Council to March 2023. At this time, it was also agreed to remain flexible in our approach and periodically review throughout the 18 months to take account of any changes required and include any additional actions.

- 3.2 The first review of the Bouncing Back Together document took place in April 2022 and changes were made under the Supporting our Communities and Delivering and Innovating sections. A further review has taken place in September to ensure the focus of the Bouncing Back together document remains relevant in the last six months.
- 3.3 The Welcome page has been updated and includes our new Chief Executive, Dan Gascoyne.
- 3.4 Under 'Connecting People and Places' an action has been changed to reflect strategic infrastructure schemes rather than just highway schemes to enable updates around other infrastructure schemes such as solar farms and overhead powerlines.
- 3.5 Under 'Enhancing our Environment', an action has been added to consider the opportunities to rewild open spaces and verges in the district. This action will be in partnership with Town and Parish Councils.
- 3.6 Under 'Supporting our Communities', a couple of new actions have been added and there has been changes to the ordering of the actions and rewording. The new actions address the support being provided to residents and businesses through the cost of living crisis and around the safer streets programme of works following the successful award of funding. Three actions relating to volunteers and/or volunteering have been amalgamated into one action. The performance reports will continue to report out on the individual projects under this action.
- 3.7 Under 'Delivering and Innovating', the wording for the Levelling Up action has been amended to reflect the wider work around delivery of the Shared Prosperity Fund and Rural Prosperity fund projects as well as the Essex County Council rural pilot.
- 3.8 Performance targets will be reviewed over the coming months whilst developing the Annual Plan 2023 to 2024.
- 3.9 The revised Plan continues to set out the delivery ambitions of the Council. The public will be able to see how the Council intends to deliver services and can be held to account for its performance against the priorities of the Corporate Strategy 2020 – 2024.
- 3.10 The recommendations set out in this report will help the Council to deliver the following corporate objectives
- Connecting People and Places
  - Enhancing our Environment
  - Supporting our Communities
  - Promoting Prosperity
  - Delivering and Innovating

#### **4. Options**

- 4.1 There are no options to consider because of this report.

## **5. Financial Implications**

- 5.1 The actions in the Plan have been considered as part of the annual budget setting process. Budgets were approved in February 2022.
- 5.2 Each action/project will have its own budget which will be monitored as part of the project management process by the project manager and sponsor. Budget issues will also be reviewed as part of the quarterly reporting process.

## **6. Legal Implications**

- 6.1 There are no identified legal implications arising from the approval of the Plan. As part of the project management process for each project, there will be an assessment of any legal implications.

## **7. Other Implications**

- 7.1 Any other implications to the Council, residents and businesses will be detailed as part of the business case as it is developed or the project management process for each project.

## **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 Equalities and diversity issues are considered fully and where appropriate, an equality impact assessment is prepared and considered for any key projects identified.

## **9. List of Appendices**

Bouncing Back Together – Our Plan for the District: October 2021 to March 2023

## **10. Background Papers**

Corporate Strategy 2020 to 2024

# Bouncing back together

## Our Plan for the District



October 2021 to March 2023  
Updated October 2022





# Welcome

## Welcome to Braintree District Council's plan for the District up to March 2023

We know this is a really difficult time for many people, with the ongoing impact of the pandemic and now the cost of living crisis and we will continue to develop support for residents and businesses. We will also drive forward levelling up our district by spreading opportunities and improving public services.

As we transition into a time of recovery and negotiate new uncertainties, we are keen to build on the community spirit which shone throughout the pandemic. We want to build on the sense of community we all experienced. We want to encourage more residents to get involved in their communities to strengthen the places we call home. We are committed to listening to what our communities need and we will work to strengthen and support them. Ultimately, we want to bounce back together.

Throughout our plan you will see a number of threads running through the work we want to accomplish and those threads can be distilled into four priorities: sustainable growth and prosperity, strengthening our communities, unlocking more chances for all residents and protecting our environment for future generations.



We will make sure that ours is an inclusive district where people have access to good homes and good jobs. A district where people are supported when they need it the most. Our district is a wonderful place in a well-connected location.

Over the next few years we want to unlock our district's potential further. Opportunities which come from many of our projects for example the creation of our Horizon 120 Business and Innovation Park will make a real difference to the life chances of our residents and businesses. This flagship development exemplifies our ambition for sustainable growth and having skilled jobs, businesses and opportunities on our doorstep.

Although town centres are changing, they are still the heart of our communities. We will continue to support the regeneration of our town centres and doing our bit to create a thriving environment for everyone to enjoy. The completion of the Victoria Square development and the pedestrianisation scheme in Braintree is centre to that as is delivering physical improvements to Witham and Halstead town centres.


Like many people and organisations, much of our focus over the coming years will be on tackling climate change. We are committed to doing our bit to reduce our impact on the environment and working with the community to do the same. Our long term aim is a huge one: to become a carbon neutral district.

We will continue to invest in the open spaces we have and improve them. We will provide more inclusive play facilities, keep our outside areas free of litter and involve our communities in schemes such as community tree and bulb planting.

We know we can do much more when we work together with our partner organisations so you will see throughout this plan just some of what we aim to achieve with the support of other agencies such as Community360, Braintree District Community Safety Partnership, Essex County Council and many more.

Overall our aim is to make our district a happy and healthy place to live, work and play. A place where residents and businesses can reap the rewards of our investment, services and support and together we can bounce back stronger, healthier, greener and more prosperous than ever.



  
**Councillor Graham Butland**  
Leader of Braintree District Council



  
**Dan Gascoyne**  
Chief Executive





# Connecting People and Places

## Priorities:

- Grow the district in a sustainable way supported by the required services such as health, leisure and community facilities
- Develop our infrastructure leading to improved journeys in and across the district
- Deliver good quality affordable homes for local people
- Create thriving Town Centres for everyone to enjoy
- Improve the districts digital connectivity and harness innovation in technology to meet future digital needs



## We will:

- Adopt the Braintree District Local Plan providing a vision for the future growth of the district
- Rejuvenate Braintree town centre by completing the Victoria Square development providing a Livewell health hub, 35 apartments, a hotel, bus interchange and public open space
- Continue to support the safe return to our town centres and help build back together from the pandemic using the Welcome Back fund and other available funding
- Deliver events in Braintree town centre to increase footfall and support local retailers taking advantage of the newly pedestrianised town centre
- Deliver physical improvements to the town centres of Witham and Halstead
- Enable the delivery of 500 affordable homes across the district from April 2021 until March 2023
- Develop a new Housing Strategy setting out how the Council will support the availability of good quality homes which best meet the needs of the current and future residents



## Working with others we will:

- Continue to work with our partners on planning decisions of strategic infrastructure schemes
- Work with partners including Essex Highways on the delivery of our Cycling Strategy and implementation plan which includes developing integrated, high quality cycle routes that are safe to use and connected across our district
- Introduce the new Digital Demand Responsive Transport service, linking Horizon 120, with a fleets of electric mini-buses, to surrounding areas and central Braintree
- Continue to support and monitor Superfast Essex in the delivery of Superfast Broadband across the district
- Facilitate the delivery of a purpose-built medical centre in Sible Hedingham





# Enhancing our environment

## Priorities:

- Ensure our district is clean and well maintained with high quality parks and green spaces
- Encourage others to change their behaviour to protect and enhance the environment
- Minimise pollution by promoting sustainable energy sources, construction and transport
- Ensure Braintree District Council reduces its own environmental impact and be carbon neutral where practical by 2030
- Support residents and businesses to reduce, re-use and recycle



## We will:

- Carry out air quality reviews in known air pollution hot spots across the district to improve the knowledge of local air quality and the proposed actions to take
- Provide replacement litter bins along the A120 and A12 to keep laybys litter free and our district clean and tidy
- Continue to deliver campaigns and work with our communities to:
  - Reduce litter, keeping our district clean and tidy
  - Reduce waste and increase recycling
  - Improve awareness and understanding of climate change
- Carry out drainage works at Braintree cemetery to eliminate flooding and increase burial capacity
- Carry out refurbishments to eight play areas across the district providing improved facilities for young people to enjoy
- Consult with local residents and users of our skate parks at Weavers Park in Braintree and Spa Road in Witham around replacement of facilities
- Create a garden of remembrance at Bocking cemetery providing a peaceful environment for families to visit

## Working with others we will:

- Deliver actions set out in our Climate Change Strategy and Action Plan to achieve our long term aims of being a carbon neutral district
- Involve residents and communities in tree and bulb planting across the district
- Complete our trial of anti-litter signage and continue to deter people from littering along highway verges
- Consider opportunities to re-wild open spaces and verges in the district





# Supporting our Communities

## Priorities:

- Build on the strengths of our communities and what they can do to support themselves and help each other
- Help people to make positive lifestyle choices, increasing their physical and emotional wellbeing
- Focus on prevention and early intervention so residents can lead independent and active lives
- Provide support and protection to our most vulnerable residents, their families and carers
- Support and inspire young people to raise their aspirations and reach their full potential



## We will:

- Continue to develop support for residents and businesses through the cost of living crisis
- Continue to work with communities to influence the planning of the area in which they live through the development of local neighbourhood plans
- Support and develop volunteering in the district
- Replace the artificial grass pitch at Braintree Sports and Health Club
- Carry out physical improvements to Braintree Sports and Health club and Halstead Leisure Centre
- Set up a young people's panel to encourage more young people to have their say on things that matter to them
- Continue to deliver our LiveWell programme, focussing on:
  - Supporting children and their families to have the best start in life
  - Supporting older people to age well
  - Supporting children and adults to have good mental health
  - Tackling obesity in adults and children
  - Reducing hip fractures in over 65's

## Working with others we will:

- Provide support to children and families who need it during school holiday periods through the provision of activity sessions
- Continue to develop a range of initiatives to address social isolation and loneliness across the district
- Continue to work with Essex County Council on the Governments 'Next Steps Accommodation Programme' on initiatives to prevent rough sleepers returning to the streets
- Lead on the co-ordination of the Community Safety Partnership work focusing on protecting the vulnerable, promoting healthy relationships, keeping safe on line, building community resilience and promoting safety in our communities
- Work with the integrated care system and Health and Wellbeing panel to understand local health inequalities and develop the role of Primary Care Networks to support and improve the health of our communities
- Work with our leisure providers to get people back into activity improving their physical and mental health
- Engage with school age children and young adults through careers, jobs and apprenticeship fairs to inspire young people to raise their aspirations
- Oversee the delivery of a safer streets programme to tackle perception of violence against women and girls in the night time economy and neighbourhood crime for identified areas in Witham





# Promoting prosperity

## Priorities:

- Make use of the competitive advantage of our location to attract new business
- Support the growth of key employment sectors
- Enable businesses to thrive with access to business support and key networks
- Ensure skills and training provision is aligned to meet the needs of the local economy now and in the future
- Develop our culture and heritage offer in shaping opportunities for tourism and investment



Credit: The Marshgate Group



## We will:

- Continue with the development of Horizon 120 Business and Innovation Park creating up to 2,000 high quality jobs
- Complete the Horizon 120 Enterprise Centre (The Plaza) providing space for conferences and events as well as serviced offices, café and public plaza for startup companies and SMEs
- Develop the Witham Enterprise Centre providing small industrial units for startup companies and SMEs
- Complete the I-Construct innovation centre supporting the development of SMEs in the construction sector
- Refresh our Plan for Growth to identify future priorities and deliver the outcomes of the associated Action Plan
- Deliver campaigns to promote Braintree District as a place to invest in, live in and visit
- Support individuals back into employment by addressing barriers and providing tailored support and access to training



## Working with others we will:

- Rise to the economic challenges by working in partnership with members of the North Essex Economic board to provide support to businesses and create opportunities to boost growth
- Continue to develop the business support offer for the construction sector as part of the I-Construct innovation centre
- Continue to provide signposting to business support, advice and suitable grants
- Ensure residents have access to the skills programmes and education they need to access employment opportunities including in new and expanding sectors



# Delivering and Innovating

## Priorities:

- Listening to our residents and businesses more and using this information to improve our services
- Involving communities in the design, development and delivery of services
- Building strong, effective partnerships across the public, private, voluntary and community sector taking a place based approach to achieve more for the district
- Modernising the way we work to ensure we continue to deliver high quality services
- Considering new ways to generate income achieving financial self-sufficiency



01:18:00

## We will:

- Through our Investment and Development Programme, continue to develop and implement a pipeline of projects focussed on reducing costs, improving efficiency, generating income and becoming more commercially focussed to deliver against the £1.6m financial gap over the next four years
- Refresh our Digital Strategy and action plan to address future demand and improve the way we use technology to deliver services
- Encourage residents to transact with us on line by developing our website to allow customers to make bookings, track requests and sign up to receive council tax bills electronically
- Develop a plan of community engagement to better understand the needs of our local communities
- Use customer information and feedback to improve services whilst working towards retaining the accreditation for customer service excellence
- Review the criteria for the discretionary business rates scheme for charitable and non-profit organisations
- Monitor changes to various legislation to understand the impact on services including but not limited to the Domestic Abuse Act 2020, Environmental Bill 2020 and Planning reforms

## Working with others we will:

- Work with Fusion to recover and develop leisure services following the pandemic ensuring the district has the right type and level of leisure provision to meet resident's needs
- Review and adopt a new Joint Municipal Waste Management Strategy for Essex and enhance the value of joint working through the waste management partnership
- Drive forward Levelling Up for the district including delivery of the Shared Prosperity Fund and rural prosperity fund projects
- Deliver the Levelling Up rural pilot with Essex County Council





# Measuring success

In addition to the projects and actions described in this plan, we also measure the following performance indicators. The majority of the indicators focus on what the Council is directly delivering, whilst some will focus on broader priorities and how delivery of our actions contribute to the overall picture of what is happening in the district.

## Connecting people and places

Number of affordable homes delivered

- Percentage of superfast broadband coverage across the district
- Number of homes granted outline and full planning permission



## Enhancing our environment

- Percentage of household waste sent for reuse, recycling and composting
- Kilograms of residual household waste collected per household
- The percentage of land that falls below cleanliness standards for litter
- The percentage of accessible non-hazardous fly tips on public land cleared within 24 hours of being reported
- Number of residents assisted in installing energy saving measures (annually reported)

*Further work is currently being undertaken to develop a monitoring plan for the Climate Change Strategy which could identify further performance indicators*

## Supporting our Communities

- Average waiting time for applicants on the Disabled Facilities Grant (calculated in days from point of referral to approval)
- Participation levels across all our sports centres
- Percentage of adults being active for 150 minutes per week
- Number of customers using our Handyman scheme
- Number of homelessness cases prevented

## Promoting prosperity

- Percentage of people in the district claiming out of work benefits rate (aged 16 - 64)
- Number of new business startups across the district
- Number of businesses that have contacted us for business support

## Delivering and innovation

- Percentage of calls resolved at first point of contact in the Customer Service Centre
- Percentage of invoices paid within 30 days of receipt
- Number of people transacting with us online
- Time taken to process housing benefit/council tax benefit new claims
- Time taken to process housing benefit claim changes
- Percentage of stage 1 complaints responded to within 7 working days
- Collection rate for Council Tax
- Collection rate for Business Rates
- Customer satisfaction with the Council (reported at the end of consultation period)

# Comments and feedback

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

- You can go online and make a comment at **[www.braintree.gov.uk/comment](http://www.braintree.gov.uk/comment)**
- You can e-mail our Customer Service Centre at **[csc@braintree.gov.uk](mailto:csc@braintree.gov.uk)**
- You can drop written comments off at our main office - Causeway House, Braintree
- You can telephone our Customer Service Centre on **01376 552525**
- You can speak to your local Councillor who will be able to pass your comments back if you wish. Contact details for your Councillor can be found on our website: **[www.braintree.gov.uk](http://www.braintree.gov.uk)**



<b>Report Title:</b> First Quarter Performance Report 2022/23	
<b>Report to:</b> Cabinet	
<b>Date:</b> 10 <sup>th</sup> October 2022	<b>For:</b> To Note
<b>Key Decision:</b> No	<b>Decision Planner Ref No:</b> DP/2022/14
<b>Report Presented by:</b> Councillor McKee, Cabinet Member for Finance and Corporate Transformation	
<b>Enquiries to:</b> Tracey Headford, Business Solutions Manager. <a href="mailto:tracey.headford@braintree.gov.uk">tracey.headford@braintree.gov.uk</a>	

## 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 first quarter (April 2022 to June 2022).

## 2. Recommendations

- 2.1 Cabinet to note the performance of the Council for the first quarter (April 2022 to June 2022).

## 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 As at the end of the first quarter, ten projects now complete and 51 projects on track and progressing well. Three projects have an amber status. The closed project will be reconsidered as part of the budget preparations for a future year.
- 3.3 Targets have not been set for all our performance indicators this year due to the disproportionate impact of the pandemic and the need to revisit baseline targets. For the targets that remain, nine performance indicators have met or exceed target and three performance indicators have 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%) and the time taken to process housing benefit claim changes (>5%).
- 3.4 The Finance section of the report provides an updated review of the financial position for the quarter. It examines the latest forecast for spending on day-to-day service provision compared to the budget. Also included is a summary of treasury management activities; projected movements on the General Fund balance; and a summary of spending to date on capital projects.

3.5 The outturn financial position for the first quarter is as follows:

- The net budget position forecast for the year at Q1 is an adverse variance of £721k, after providing for the National Employers' pay award offer which, if agreed, will be effective from 1st April 2022. As a result of the forecast, managers have been reviewing their service budgets and have identified a significant amount of savings and potential additional income that addresses the projected revenue gap, and which will be reflected in an updated projection at Q2.
- The projected change in General Fund unallocated balances is currently a reduction of £358k.
- Expenditure of £2.8m on capital projects during the quarter, with spend mainly being incurred on the Horizon 120 Enterprise Centre ('the Plaza') and the Manor Street regeneration scheme.

#### **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 23<sup>rd</sup> November 2022.

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

6.1 The report provides an update as to the financial position as at the end of the June 2022 covering the revenue and capital outturn for this period.

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

7.1 There are no legal implications arising from this report.

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

8.1 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 – First Quarter Performance Management Report 2022/23

## **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>

# First Quarter Performance Management Report

1st April 2022 to 30th June 2022



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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 first quarter of 2022/23 in relation to the publication of 'Bouncing Back Together', our plan for the district up to March 2023. This sets out the key activities being implemented to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the Corporate Strategy 2020 – 2024. 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 first quarter

The following table provides updates for the end of the first year in relation to our key activities.




Corporate Priorities	Status of projects and actions				
					
Connecting People and Places	2	8	1	0	0
Enhancing our Environment	5	7	1	0	0
Supporting our Communities	1	15	0	0	1
Promoting Prosperity	1	9	1	0	0
Delivering and Innovating	1	12	0	0	0
<b>TOTAL</b>	<b>10</b>	<b>51</b>	<b>3</b>	<b>0</b>	<b>1</b>

#### KEY:




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

### **Summary of the Key Performance Indicators position for the end of the first quarter**

The following table shows the performance for the end of the first quarter in relation to key performance indicators

Corporate Priorities	Status of indicators			
				Data Only
Connecting People and Places	2	0	0	1
Enhancing our Environment	2	0	1	0
Supporting our Communities	0	0	1	3
Promoting Prosperity	0	0	0	3
Delivering and Innovating	5	0	1	2
<b>TOTAL</b>	<b>9</b>	<b>0</b>	<b>3</b>	<b>9</b>

#### **KEY:**

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

### **Summary Position**

As at the end of the first quarter, ten projects now complete and 51 projects on track and progressing well. Three projects have an amber status. The closed project will be reconsidered as part of the budget preparations for a future year.

Targets have not been set for all our performance indicators this year due to the disproportionate impact of the pandemic and the need to revisit baseline targets. For the targets that remain, nine performance indicators have met or exceed target and three performance indicators have 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%) and the time taken to process housing benefit claim changes (>5%).

Some key areas of the business are experiencing an increase in demand on their services and we need to ensure that we continue to monitor our performance and focus our resources to deliver and achieve our corporate objectives.

## Section 2: Delivering our Corporate Strategy

# CONNECTING PEOPLE AND PLACES







### Actions carried out by Braintree District Council


Project description and comments	Target Date	Status
<b>Adopt the Braintree District Local Plan providing a vision for the future growth of the district</b>		
The Planning Inspector has now examined section 2 of Braintree's Local Plan and has found this to be legally sound. The Local Plan will now be presented to the Local Plan Sub-Committee on the 5 <sup>th</sup> July 2022 and if approved, the Plan will be recommended to Full Council on the 25 <sup>th</sup> July for final adoption.	August 2022	▶
<b>Rejuvenate Braintree town centre by completing the Victoria Square development providing a Livewell health hub, 35 apartments, a hotel, bus interchange and public open space</b>		
The Victoria Square development is nearing completion with the Travelodge hotel opening in April creating 20 new jobs within the community. The hotel includes a restaurant and on-site car park. Eastlight Community Homes have also taken ownership of 23 new homes for shared ownership in the town centre. The landscaping of the public gardens is underway and negotiations for the lease of the Livewell Hub are ongoing. The end date has been amended to the end of August to reflect this.	August 2022	▶
<b>Continue to support the safe return to our town centres and help build back together from the pandemic using the Welcome Back fund and other available funding</b>		
Braintree District Council were allocated £268,835 of Welcome Back funding and the completed spend amounted to £268,811.50. One of the main projects delivered is in respect of the High Street Improvement Fund. This has been a hugely successful intervention, with positive engagement and feedback from businesses. 37 businesses successfully achieved improvements consisting of labour to improve the aesthetics of the retail/hospitality premises to create a safe and welcoming environment.	March 2022	✓
<b>Deliver events in Braintree town centre to increase footfall and support local retailers taking advantage of the newly pedestrianised town centre</b>		
The monthly street markets continue to be a huge success and are now looking to grow and evolve by bringing a range of new traders to the market to offer unique products that are not already available, providing shoppers with the best possible range of items.	March 2023	▶



<b>Deliver physical improvements to the town centres of Witham and Halstead</b>		
The improvements to the town centres include the refurbishment of street furniture and street lighting, new cycle parking, road signage, as well as replacement or maintenance of litter bins, benches and bollards to create a more attractive and functional environment. The works required have been designed and approval of the final designs will be sought from stakeholders, the Town Councils and Essex County Council in August with a view to going out to procurement in September.	March 2023	
<b>Develop a new Housing Strategy setting out how the Council will support the availability of good quality homes which best meet the needs of the current and future residents</b>		
Additional resource required to deliver the Strategy will be starting with the Housing Service in August. In the meantime, research is being carried out and the evidence base gathered to support the development of the new Strategy.	March 2023	





### **Actions carried out in partnership with others**







<b>Project description and comments</b>	<b>Target Date</b>	<b>Status</b>
<b>Continue to work with our partners on the planning decisions of strategic highway schemes for the A12, A120 and A131 Chelmsford Bypass</b>		
A development consent order is due to be submitted to the Department for Transport in July 2022 in respect of the A12 widening scheme. Surveys and ground investigations to provide technical information (ahead of the next phase of more details scheme design) continue by National Highways along this stretch of the A12 and will continue through to October. In respect of the A120 upgrade, we are awaiting further details from National Highways on the current position of the project.	March 2023	
<b>Work with partners including Essex Highways on the delivery of our Cycling Strategy and implementation plan which includes developing integrated, high quality cycle routes that are safe to use and connected across our district</b>		
The communications plan to encourage residents and businesses to utilise cycling within the district is ongoing with a video launched to encourage behaviour change during National Bike Week in June. The video will be used again for Bike to Work week in August and Bike to School week in October. The Local Cycling and Walking Improvement Plan for Braintree Town Centre and Witham Town are being procured with the aim to start in the Autumn of 2022. The recommendations from scrutiny reviews of the Cycling Strategy and into cycling and walking in the Braintree district have been undertaken will be presented to Cabinet in September 2022.	March 2023	
<b>Introduce the new Digital Demand Responsive Transport service, linking Horizon 120, with a fleet of electric mini-buses, to surrounding areas and central Braintree</b>		
The new digital demand responsive transport Service has been launched and the first live outing was on the 1st April 2022. The service is called DigiGo and is a fully electric shared public transport service which offers on-demand or pre-bookable travel in parts of Essex including linking Horizon 120 to surrounding areas and central Braintree. There are no fixed routes or timetable and is booked through the 'Travel Essex' journey planning app and operates 7 days a week from 7am until 10pm.	March 2022	
<b>Continue to support and monitor Superfast Essex in the delivery of Superfast Broadband across the district</b>		
The Braintree district is currently at 95% of premises able to access superfast broadband and is forecast to reach 99% coverage within 3 years. The district wide take up of superfast broadband is currently at 30%. Final reach figures will be available by mid 2022 following assurance and approval by BDUK.	March 2023	

Facilitate the delivery of a purpose-built medical centre in Sible Hedingham		
Planning permission has been granted. The land transfer continues to be delayed. As a result of contracts not exchanging within the anticipated time, the end date of the project has been amended to the 30th September 2022	September 2022	






#### Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<b>Carry out air quality reviews in known air pollution hot spots across the district to improve the knowledge of local air quality and the proposed actions to take</b>		
The results of the air quality monitoring in Halstead have shown that no measures need to be put in place. The information from the monitoring in Halstead will be included in the overall air quality review of the district being carried out by external consultants.	May 2022	
The Council has appointed consultants to undertake a review of air quality in the district. The first draft of their review has been received and is being reviewed by officers. It is expected that a full report will be taken to Management Board by the end of the summer.	December 2022	
<b>Provide replacement litter bins along the A120 and A12 to keep laybys litter free and our district clean and tidy</b>		
The Council has installed a total of 57 new brightly coloured litter bins along the strategic network within its district, at various lay-bys located on the A12, A120 and A131. The new bins have been match funded by WRAP, allowing the council to invest a total of £30k to give the locations a brand new look. The Council is also trialling seven customised bins that have a large single opening allowing people to dispose of litter without having to leave their vehicle.	March 2022	
<b>Continue to deliver campaigns and work with our communities to</b>		
<ul style="list-style-type: none"> <li>• Reduce litter, keeping our district clean and tidy</li> <li>• Reduce waste and increase recycling</li> <li>• Improve awareness and understanding of climate change</li> </ul>		
The Cleaner Essex Group will be launching a 6 week campaign in August 2022 to remind people what roads should be used for with the slogan 'It's for driving on, not	March 2023	

<i>littering on'</i> highlighting the fixed penalty fines for anyone caught throwing litter from their vehicle. Local business partners will be supporting the campaign.		
Contaminated garden waste and promotion of discounted compost bins to encourage home composting have been a focus in the first quarter. A new campaign is being finalised aimed at reducing contamination in recycling by encouraging residents to recycle the right things as well as addressing any misunderstandings of what can be accepted in BDC's collections and what cannot.	March 2023	
The Council has actively promoted cycling in the district for Bike Week sharing videos on social media and promoting cycling routes. The artwork from the schools involved in the climate change challenge saw their artwork displayed at Gridserve and were awarded certificates. The council launched a 'Don't wait for winter campaign' to provide energy saving tips which will also save money. The Chairman and ward councillor also visited Ecolnes Refillery, a zero-waste refill shop that offers a range of consciously created and packaged products, encouraging shoppers to refill, reuse and reduce single-use plastic and local firm Imperial Thermal Engineering featured in the Business e-newsletter who are innovatively tackling climate change and reducing greenhouse gases.	March 2023	
<b>Carry out drainage works at Braintree cemetery to eliminate flooding and increase burial capacity</b>		
Plans for the drainage work have been agreed. A topographical survey is being carried out following which the Environment Agency will issue a licence to proceed with the work.	July 2022	
<b>Carry out refurbishments to eight play areas across the district providing improved facilities for young people to enjoy</b>		
Refurbishments to the play areas at Church Street in Bocking, Acorn Avenue in Braintree, Shaw Road in Witham and De Vere Road in Earls Colne are now complete providing improved facilities.	May 2022	
<b>Consult with local residents and users of our skate parks at Weavers Park in Braintree and Spa Road in Witham around replacement of facilities</b>		
A public consultation with local residents and users of the park has been designed and will be launched on the Councils website in the Summer in line with the school holidays to maximise the number of responses. The end date of the project has been extended accordingly.	September 2022	
<b>Create a garden of remembrance at Bocking cemetery providing a peaceful environment for families to visit</b>		
The contract for this project is to be re-tendered due to the withdrawal of the previous contractor. This will impact on the end date of the project and a revised date will be set in the second quarter.	July 2022	






## Actions carried out in partnership with others





Project description and comments	Target Date	Status
<b>Deliver actions set out in our Climate Change Strategy and Action Plan to achieve our long term aims of being a carbon neutral district</b>		
The Council is still waiting for updated government guidance in several areas following the Environmental Bill receiving Royal Assent in November 2021. A report will be taken to Full Council in July to approve the recommended monitoring and reporting methodology and targets for the Climate Change Action Plan.	March 2023	
<b>Involve residents and communities in tree and bulb planting across the district</b>		
A high number of applications were received for planting packages. In total, 41,600 bulbs and 4,850 tree whips were handed out to Parish and Town Councils, Schools, Colleges, Charities and local community and voluntary groups. Success stories of planting across the district can be seen on our climate change pages of our website at <a href="https://www.braintree.gov.uk/advice-environment/climate-change/6">https://www.braintree.gov.uk/advice-environment/climate-change/6</a> as well as	December 2021	

encouraging everyone who has planted trees to plot their location on the Queens Green Canopy Map.		
<b>Complete our trial of anti-litter signage and continue to deter people from littering along highway verges</b>		
The trial of the anti-litter signage closed in November 2021 after a year of strategically placing signs along the highway network. During the trial, there was a reduction in the litter discarded along the highway verges and the merits of the signs were clear. The results will be discussed with Essex Highways and discussions will take place to see if the signs are to become a permanent arrangement across the district.	November 2021	





### **Actions carried out by Braintree District Council**






<b>Project description and comments</b>	<b>Target Date</b>	<b>Status</b>
<b>Replace the artificial grass pitch at Braintree Sports and Health Club</b>		
The pitch design has been approved and agreed with Tabor Academy and Fusion in consultation with the Essex County Football Association. The tender document for the works has gone out for procurement via a framework. The contract and spend will be agreed at Cabinet in July 2022.	September 2022	
<b>Carry out physical improvements to Braintree Sports and Health club and Halstead Leisure Centre</b>		
The improvements to the sports hall and studio floor at Braintree sports and health club have been postponed for future budget consideration. This project has been closed and will be considered as part of the budget preparations for a future year.	March 2023	
The replacement of the boilers and building plant management systems at Braintree sports and health club were completed in February 2022.	March 2022	
A Changing Places bid towards the cost of the hoist system as part of the refurbishments to the wet and dry changing facilities at Halstead Leisure Centre has been successful. Detailed designs are now being drawn up.	March 2023	
<b>Revitalise our Community Transport scheme and increase the number of volunteers</b>		
The service currently has 21 volunteer drivers shared between the social car scheme and minibus hire scheme. The volunteers offer various time commitment ranging from a couple of hours a week to most days. In the first quarter of the year, the Community Transport team provided 7,636 journeys. Demand for the service post pandemic is starting to increase.	March 2023	

<b>Deliver the Braintree District Volunteer Awards to recognise the contribution volunteers make in our district</b>		
Nominations are being received and planning is well underway for the presentation evening. The decision has been made to move the venue to the iConstruct building due to completion of The Plaza being delayed. All appropriate people have been informed. The deadline for nominations is the 14th July after which arrangements will be made to bring judging panels together to select winners and highly commended.	August 2022	
<b>Continue to work with communities to influence the planning of the area in which they live through the development of local neighbourhood plans</b>		
A number of plans are underway across the district supported by the Planning Policy Team. Plans are underway at Kelvedon, Feering, Earls Coine, Gosfield, Steeple Bumpstead, Great Yeldham, Great Bardfield, Stisted and Toppesfield as well as a joint plan for Bures/Bures St Mary.	March 2023	
<b>Set up a young people's panel to encourage more young people to have their say on things that matter to them</b>		
Assemblies have delivered to years 7, 8, 9 and 10 on exploitation, how to protect yourself and what to do if they find themselves in a situation. This also covered indecent images and the consequences of these. Further engagement will take place when schools return after the summer holidays and to set up the young people's panel with young people from schools and youth centres.	March 2023	
<b>Continue to deliver our LiveWell programme, focussing on:</b> <ul style="list-style-type: none"> <li>• Supporting children and their families to have the best start in life</li> <li>• Supporting older people to age well</li> <li>• Supporting children and adults to have good mental health</li> <li>• Tackling obesity in adults and children</li> <li>• Reducing hip fractures in over 65's</li> </ul>		
The health and wellbeing panel are reviewing the priorities of the health and wellbeing board. A number of activities continue to be delivered under the Livewell programme including numerous organised walks, fitness classes for people with health conditions and the over 60's, seated exercise classes, dance lessons and weight management sessions. Officers at the Council are also working with the Children's Society on their Active Families Together project to link in with the walking activities. Holiday clubs are being arranged for the summer holiday period with vouchers provided to parents of children who receive free meals to book onto funded places at an Essex Activate Club free of charge. Dementia friends training sessions are being arranged for staff in George Yard shopping centre.	March 2023	

### **Actions carried out in partnership with others**

<b>Project description and comments</b>	<b>Target Date</b>	<b>Status</b>
<b>Work with Community 360 and Active Essex to provide support to children and families who need it during school holiday periods through the provision of activity sessions</b>		
We continue to work with Active Essex and Community 360 to provide activities and a nutritious meal through the school holiday periods. Six sites across the district offered a variety of activities during the Easter and Whitsun holiday periods. We are currently awaiting details from Active Essex of the number of children supported. Plans are underway to continue supporting families during the 6 weeks summer holiday period.	March 2023	
<b>Continue to work with Community 360 to promote volunteering opportunities and support the voluntary sector</b>		
A volunteering day was held in May in Braintree by Community 360 to promote volunteering and recruit additional volunteers. Community 360 now lead on the promotion, recruitment and allocation of volunteering across the district.	March 2023	




<b>Continue to develop a range of initiatives to address social isolation and loneliness across the district</b>		
Loneliness Awareness Week (13th - 17th June) was marked with four separate activities driven by the Braintree District Social Isolation & Loneliness Forum. Pop up lounges in the three towns created a sitting room for anyone to have a seat, a cup of tea and a chat. The Salvation Army Donation Centre very kindly supplied, delivered and collected the living room set up (Settee, arm chair, standard lamp, side table, rug, mugs and books) and have expressed a wish to be involved in more pop up lounges. Community jigsaws were placed in 7 venues and every library across the district with the jigsaws continuing in a number of venues over the summer. Open coffee mornings were held in village halls and faith buildings courtesy of Cuppa and Co and Community 360 led a rural tour around parishes. The next meeting of the Braintree District Social Isolation and Loneliness Forum is taking place in July 2022.	March 2023	
<b>Continue to work with Essex County Council on the Governments 'Next Steps Accommodation Programme' on initiatives to prevent rough sleepers returning to the streets</b>		
The Next Steps accommodation programme provides stable accommodation and tailored support to prevent people returning to rough sleeping and begin to rebuild their lives. All six units of accommodation are now occupied by individuals referred by the Council and a recent successful partnership bid led by Essex County Council has secured funding to help towards the cost of an additional staff member to provide support to the occupants.	March 2023	
<b>Lead on the co-ordination of the Community Safety Partnership work focusing on protecting the vulnerable, promoting healthy relationships, keeping safe online, building community resilience and promoting safety in our communities</b>		
Partners on the Local Exploitation Group continue to identify hotspots and individual young people who are going missing and/or potentially being exploited. Detached Youth Service sessions are being planned in places where young people choose to meet, away from traditional youth work venues. Working with Essex Police and the Children's Society, visits to exploitation hotspots have taken place to engage with the public and young people to raise awareness.	March 2023	
<b>Work with the integrated care system and Health and Wellbeing panel to understand local health inequalities and develop the role of Primary Care Networks to support and improve the health of our communities</b>		
A second PCN workshop was held on 19th May with a focus on partnerships including what we need to focus on in the coming year that would build on the strengths of the partnership, how we want to work together in the future and what should be our focus. The Essex Joint Health & Wellbeing Strategy has been agreed by the Essex Health & Wellbeing Board.	March 2023	
<b>Work with our leisure providers to get people back into activity improving their physical and mental health</b>		
There are numerous activities across the district with growing participation as people get back into activity. These include Sport for Confidence, Cardiac Rehab, My Weight Matters and various walks. A 5k run was organised to celebrate the queen's jubilee along the Flitch Way to encourage people who would not normally exercise to do so.	March 2023	
<b>Engage with school age children and young adults through careers, jobs and apprenticeship fairs to inspire young people to raise their aspirations</b>		
The Council supported Alec Hunter Secondary school with funding for the costs of transport to a Careers fair being held for all Braintree District secondary schools. Apprentices from the Council will represent BDC at the careers fair in September. Work is also being planned to deliver a jobs fair in March 2023.	March 2023	

# PROMOTING PROSPERITY







## Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<b>Continue with the development of Horizon 120 Business and Innovation Park creating up to 2,000 high quality jobs</b>		
The Horizon 120 Business and Innovation Park continues to be developed. The offer for improved access rights to an adjoining 9 acre plot will be considered by Cabinet in July 2022.	March 2023	▶
<b>Complete the Horizon 120 Enterprise Centre (The Plaza) providing space for conferences and events as well as serviced offices, café and public plaza for start-up companies and SMEs</b>		
Practical completion of The Plaza is set for mid-July at which time the management of the building will be transferred to the Asset Management and Events teams.	July 2022	▶
<b>Develop the Witham Enterprise Centre providing small industrial units for start-up companies and SMEs</b>		
The new architects for the project have been appointed and the site layout is being finalised.	March 2024	▶
<b>Complete the I-construct innovation centre supporting the development of SMEs in the construction sector</b>		
I-Construct, a £2.3 million centre of excellence for construction innovation, has opened for business. Building work finished in December, 15 months after it began. The two-storey building consist of a technology suite, exhibition space, conference facilities and informal meeting areas. It is home to a team offering one-to-one mentoring, grant schemes and advice to small and medium sized firms connected to the construction industry. The business support programme at the hub will be run by the Haven Gateway Partnership and will serve businesses across Essex, Kent and East Sussex. The programme will support over 350 businesses and create up to 130 jobs. I-Construct was officially opened by Chairman Councillor Sue Wilson in a ribbon cutting ceremony in February 2022.	December 2021	✔
<b>Refresh our Plan for Growth to identify future priorities and deliver the outcomes of the associated Action Plan</b>		
Consultants are working on the first stage of the project which is to provide research on the current economic position of Braintree and compare against similar authorities. A workshop with staff has also been provided.	March 2023	▶
<b>Deliver campaigns to promote Braintree District as a place to invest in, live in and visit</b>		
Numerous campaigns have taken place in the first quarter to promote I-construct innovation Hub and the Plaza as well as the DigiGo bus and courses funded by	March 2023	▶

North Essex Economic Board to support businesses. The Chairman and Deputy Leader are visiting a number of local small businesses with additional social media promotion provided as well as focusing the street markets on local traders. A street party guide was provided on how to plan a street party for the Jubilee celebrations together with promotion of local activities and events that took place across the district. Family friendly cycling routes across the district have been promoted through a video shared on social media for bike week.		
<b>Support individuals back into employment by addressing barriers and providing tailored support and access to training</b>		
As of the end of June we have a caseload of 81 individuals, 6 new starts with 10 social justice outcomes being achieved. One individual gained employment.	March 2023	

### Actions carried out in partnership with others

Project description and comments	Target Date	Status
<b>Rise to the economic challenges by working in partnership with members of the North Essex Economic board to provide support to businesses and create opportunities to boost growth</b>		
The programme is being delivered with monthly update meetings with all suppliers being held and KPIs reported against. Most projects are doing very well, but some of the skills providers in particular are struggling to identify suitable candidates and the NEEB steering group will be considering whether the funds can be reallocated to other projects.	March 2023	
<b>Continue to develop the business support offer for the construction sector as part of the I-construct innovation centre</b>		
A revised pipeline of contacts for businesses in the Braintree District who are from the construction industry or the supply chain to, is provided regularly to Haven Gateway Partnership to contact directly and promote the offer of I-Construct. A new marketing campaign is being drafted to encourage Springwood Industrial Estate businesses to sign up.	March 2023	
<b>Continue to provide signposting to business support, advice and suitable grants</b>		
The Economic Development Team continue to signpost businesses to support, advice and information on grants. The Council has been working on an investment plan stating how any allocation of monies from the Shared Prosperity Fund will be spent including how they will support business to start, grow and expand. This will be presented to Cabinet in July 2022.	March 2023	
<b>Ensure residents have access to the skills programmes and education they need to access employment opportunities including in new and expanding sectors</b>		
With the current skills landscape, it has been decided that the skills plan shall commence in 6 months time, this is due to multiple factors, including the impacts of COVID on qualifications and skills levels, current status of the SELEP and funding, changes to current businesses that may have been on the skills board. We are currently also reviewing the UKSPF and how this will be utilised for skills and education.	March 2023	







# DELIVERING AND INNOVATING






## Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<b>Through our Investment and Development Programme, continue to develop and implement a pipeline of projects focussed on reducing costs, improving efficiency, generating income and becoming more commercially focussed to deliver against the £1.6m financial gap over the next four years.</b>		
There are a number of projects being progressed under the Investment and Development programme of works. Monthly senior officer and member meetings continue to review and track progress of the programme.	March 2023	▶
<b>Refresh our Digital Strategy and action plan to address future demand and improve the way we use technology to deliver services</b>		
Work has commenced on reviewing and refreshing the Digital Strategy. An initial draft is expected to be ready for review by Management Board and Members in September 2022.	December 2022	▶
<b>Encourage residents to transact with us on line by developing our website to allow customers to make bookings, track requests and sign up to receive council tax bills electronically</b>		
A sports pitch booking form is currently with the service for final sign off before creating the online booking system due to go live in the Summer 2022. The Plaza Meeting Rooms and Hatchery spaces will be added to the Braintree Venues website in readiness for the opening of the Plaza building in July.	July 2022	▶
Residents are now able to sign up to receive their council tax bills electronically and promotion of this will be ongoing.	March 2022	✔
<b>Develop a plan of community engagement to better understand the needs of our local communities</b>		
Dates have been set for the Community Catch Up events in partnership with Essex Police and Essex County Fire and Rescue Service aimed at informing residents on the services, support and activities available in the district. The first event was held in Braintree in May and hailed a success. Events will run in Halstead in July and Witham in October. Community events were also held in June to provide support for our Ukrainian guests and sponsors enabling them to meet, talk to others, learn about the local services available to them and allowing the council to understand the support required moving forward.	March 2023	▶
<b>Use customer information and feedback to improve services whilst working towards retaining the accreditation for customer service excellence</b>		
The assessment will be taking place in September 2022. All work in preparation for the assessment is going well.	September 2022	▶







<b>Review the criteria for the discretionary business rates scheme for charitable and non-profit organisations</b>		
The current scheme addressed a number of ambiguities previously identified, therefore, no change to the criteria for the scheme is being made. Current recipients will shortly be invited to apply for reassessment to confirm their continued eligibility and level of award. Applications will be assessed during the Autumn. The relief scheme is to be publicised to businesses so that any potential new applicants also have opportunity to apply. Businesses will be advised of their entitlement ahead of 2023/24 billing.	March 2023	
<b>Monitor changes to various legislation to understand the impact on services including but not limited to the Domestic Abuse Act 2021, Environmental Bill 2020 and Planning reforms</b>		
A new Domestic Abuse specialist has been appointed and will start in July. They will be providing specialist homelessness support to housing officers around domestic abuse and ensure all aspects of casework are carried out in accordance with relevant legislation and guidance	March 2023	
The Council is waiting for the Government to formally announce the policy changes (expected Summer 2022) within the Environment Act. This will enable the Council to understand the impact of the Act in relation to its waste collection service.	March 2023	
The Council continues to work on implementing biodiversity net gain whilst waiting to hear an update from the Government in regard to the Environment Act to enable to council to consider and develop actions from any amendments to national policy. The Planning White Paper has combined into a Levelling Up White Paper and we are waiting to see how other projects in the Levelling Up bill will be implemented.	March 2023	



### **Actions carried out in partnership with others**





<b>Project description and comments</b>	<b>Target Date</b>	<b>Status</b>
<b>Work with Fusion to recover and develop leisure services following the pandemic ensuring the district has the right type and level of leisure provision to meet resident's needs</b>		
Fusion are continuing to see an increase in participation levels with all restrictions now lifted. Fusion have reviewed their membership options to swim only and gym only options providing more flexible packages. Targets for participation levels were removed during the pandemic and the Council will start to look at baseline figures to re-set targets for 2023.	March 2023	
<b>Review and adopt a new Joint Municipal Waste Management Strategy for Essex and enhance the value of joint working through the waste management partnership</b>		
As part of the project to review the Joint Municipal Waste Strategy, we have agreed the baseline data for our waste management service and six collection methodology options. External consultants are currently modelling the options to assess the impact on our waste collection service.	March 2023	
<b>Look at how the Greater Essex system will work together for the benefit of our residents in response to Levelling Up</b>		
The Council is working with Essex County Council on its own levelling up agenda which includes 20 commitments divided into 4 key areas: economy, environment, health and family. Essex has identified rural Braintree as a pilot area to consider the particular issues which are faced by more rural communities and Braintree District Council will be working in partnership with the County to deliver improvement schemes. In addition to the work with Essex County Council, following the launch of the Shared Prosperity Fund in April 2022 where each Authority is allocated a specific amount of funding over a three-year period, the Council has been working on its own investment plan setting out how they will spend the funding. This will be reported to Cabinet in July 2022 before submitting the investment plan to Government by the 1st August 2022.	March 2025	

## Section 3: Managing the Business

### Our Performance Indicators in Detail

Performance Indicator	2022/23						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
CONNECTING PEOPLE AND PLACES							
Number of affordable homes delivered	90				37		
Percentage of superfast broadband coverage across the district	95%				n/a	n/a	
Cumulative number of homes granted planning permission (outline and full)	148				100		<i>The breakdown between full and outline permissions are as follows: Full – 138 Outline - 10</i>
ENHANCING OUR ENVIRONMENT							
Percentage of household waste sent for reuse, recycling and composting	50.13%				60%		<i>The recycling target is an aspirational target set by the Essex Waste Partnership. At the time of writing, the outturn figure is awaiting validation by ECC. The warm dry spring has resulted in a lower amount of garden waste for composting. Officers continue with promotional work around waste reduction and increasing recycling to encourage change in attitudes and behaviours.</i>
Kilograms of residual household waste collected per household	117kgs				117kgs		
Percentage of land that falls below cleanliness standards for litter	n/a				6%	n/a	<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% (168)				100%		
Number of residents assisted in installing energy saving measures	Annually reported						
SUPPORTING OUR COMMUNITIES							
Average waiting time for applicants on the Disabled Facilities Grant (calculated in days from point of referral to approval)	153 days				90 days		<i>In the first quarter, the service received 52 new grant referrals (4 of which were critical) and approved 30 cases (7 of which were critical). Critical cases approved in the quarter were dealt with on average in 63 days, with the quickest of those completed in 13 days. The remaining caseload at the end of the quarter is 99 which includes more</i>

Performance Indicator	2022/23						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
							<i>complicated cases. The team have seen an increase in referrals for high needs individuals requiring substantial home alternations. In these situations, it can take time to finalise a scheme, determine funding arrangements, planning consent and/or Building Regulations approval all of which need to be completed in order to grant approval. Builders quotes are also taking longer to turn around due to the demands in the industry and the current difficulties with the supply of materials. The reluctance of the elderly and vulnerable to let people into their homes following the pandemic to allow for assessments of works is improving. The team work closely with partners to resolve any issues around complex cases whilst managing the workload of substantial and critical applications.</i>
Participation levels across all our sports centres	167,599				n/a	n/a	
Participation of adults being active for 150 minutes per week	Annually reported						
Number of customers using out Handyman scheme	49				n/a	n/a	
Number of homelessness cases prevented	60				n/a	n/a	
<b>PROMOTING PROSPERITY</b>							
Percentage of people in the district claiming out of work benefits rate (aged 16 – 64)	2.5%				n/a	n/a	<i>The national average at the end of June 2022 is 3.8%</i>
Number of new business start-ups across the district	239				n/a	n/a	
Number of businesses that have contacted us for business support	116				n/a	n/a	
<b>DELIVERING AND INNOVATING</b>							
Percentage of calls resolved at first point of contact in the Customer Service Centre	73%				n/a	n/a	
Percentage of invoices paid within 30 days of receipt	97.83%				97%		
Number of people transacting with us online	41,016				n/a	n/a	
Time taken to process housing	18.3 days				20 days		

Performance Indicator	2022/23						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
benefit/council tax benefit new claims							
Time taken to process housing benefit claim changes	10.93 days				6 days		<i>The outturn has been impacted by the Universal Credit daily updates coming through from DWP. We had 4,500 changes to process in the first quarter which are being cleared by staff working evenings and weekends. Performance since the quarter end has improved and is currently within target.</i>
Percentage of Stage 1 complaints responded to within 7 working days	95.83%				90%		<i>Represents 115 out of 120 stage one complaints responded to within timescale.</i>
Collection rate for Council Tax	30.01%				30.01%		<i>Whilst collection for the first quarter is in line with target there is an increased risk to future collection performance as households are impacted by the cost-of-living crisis.</i>
Collection rate for Business Rates	31.26%				25.80%		

## Complaints

The quarterly complaints analysis for the first quarter of 2022/23 is detailed below. This is compared with 2021/22 figures shown in brackets. The figures represent all three stages of the complaints process.

Complaint Category	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	TOTAL
Justified	40 (51)	(67)	(39)	(49)	(206)
Not Justified	61 (82)	(68)	(49)	(60)	(259)
Partially Justified	27 (26)	(46)	(7)	(18)	(97)
Not known	0 (0)	(0)	(0)	(1)	(1)
<b>Total</b>	<b>128 (159)</b>	<b>(185)</b>	<b>(91)</b>	<b>(128)</b>	<b>(563)</b>

## Comments

The number of complaints received by the Council is the same as the previous quarter but lower in number when compared to the same quarter last year.

It remains that the majority of complaints received are in our Operations service area in respect of missed waste collections with access issues, contaminated waste and missed assisted collections continuing to be the main reasons. A number of customers missed their collections due to the changes in collection dates around the Jubilee bank holiday weekend. We increased the messaging to customers and promoted the text messaging service to notify customers of changes in collections to ensure customers put their bins out on time when collection days are moved.

In the first quarter of 2022/23, of the 128 complaints received:

- 120 are stage one complaints

- 3 are stage two complaints
- 5 are stage three complaints

### **A summary of Local Government Ombudsman (LGO) cases:**

In the first quarter of 2022/23, the LGO received five new complaint enquiries which they are looking into.

In respect of other complaints already being dealt with by the LGO, initial enquiries are ongoing into complaints around Housing, Council Tax and Planning. A final decision has been issued in the first quarter where the LGO declined to investigate a Planning complaint as the complainant has the right of appeal to the Planning Inspectorate and two other complaints were determined without enquiries as one was a premature complaint as the process has not yet been completed and the other complaint the LGO declined to investigate as there was no evidence of fault by the Council.

### **Our Organisation**

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Change on previous period	Yearly Target
Total headcount	487				- 5	-
Total staff FTE	440.71				- 3.09	-
Level of employee turnover	2.87%				+0.02%	-
Number of leavers	14				0	-
Number of starters	9				- 3	-
Working days lost to sickness per employee	1.61 days				- 0.51 days	8.0 days
Percentage of staff with nil sickness	79.01%				N/A Cumulative	-
Number of learning hours	9,540				+ 9,380	-
Number of delegates	45				- 38	-
Number of apprentices **	18				- 1	-

Year on Year Headcount Analysis	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	464	466	481	492	499	492

\*\* 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.

<b>Health &amp; Safety: Indicators of Performance</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
	(2021/22 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	13 (8)	(7)	(9)	(15)	
<i>Accidents/ incidents to employees</i>	12 (6)	(6)	(8)	(11)	<i>Slips, trips and falls make up the majority of the accidents</i>
<i>Accidents/ incidents to contractors</i>	0 (2)	(1)	(1)	(0)	
<i>Accidents/ incidents to non-employees</i>	1 (0)	(0)	(0)	(4)	<i>A customer was taken ill in reception and taken to hospital</i>
Time lost in days due to employee accidents/ incidents	37 (0)	(10)	(22)	(26)	<i>The time lost in days is for five members of staff in our Operations service area. A Street Scene Operative twisted their knee descending from the back of their vehicle resulting in 14 days off. A Waste Operative slipped off a high curb spraining his ankle and was off for 10 days. Two officers were off for 6 days each for a twisted ankle and a back injury and a waste officer was off for 1 day after hurting their arm and leg.</i>
Number of reported verbal/ physical incidents to employees	3 (2)	(1)	(1)	(1)	
Number of near miss incidents	1 (0)	(0)	(0)	(2)	
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	2 (2)	(1)	(3)	(3)	
Number of claims settled	4 (1)	(0)	(3)	(2)	

## **Financial Performance**

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

### **Executive Summary**

- The net budget position forecast for the year at Q1 is an adverse variance of £721k, after providing for the National Employers' pay award offer which, if agreed, will be effective from 1st April 2022. As a result of the forecast, managers have been reviewing their service budgets and have identified a significant amount of savings and potential additional income that addresses the projected revenue gap, and which will be reflected in an updated projection at Q2.
- The projected change in General Fund unallocated balances is currently a reduction of £358k.
- Expenditure of £2.8m on capital projects during the quarter, with spend mainly being incurred on the Horizon 120 Enterprise Centre ('the Plaza') and the Manor Street regeneration scheme.

### **Background**

Full Council agreed a budget of £13.5m, net of a £2.7m drawdown from the business rate retention reserve to offset a deficit on the Collection Fund. Therefore, an adjusted budget figure of £16.2m is used for the purposes of financial monitoring.

During the year budgets may be updated in accordance with the Council's Budget and Policy Framework Procedure

### **General Fund Revenue Spending**

The table below shows the projected outturn by service as forecast at the end of Q1.

Business Plan Service	Updated Budget £'000	Forecast Spend for the year £'000	Est. Impact of Proposed Pay Award £'000	Total forecast Spend £'000	Current Forecast Variance £'000	Forecast RAG Status	RAG Status
Asset Management	(2,262)	(1,836)	8	(1,828)	434	R	19%
Community & Leisure	682	672	32	704	22	A	3%
Corporate Management Plan	1,635	1,627	39	1,666	31	A	2%
Economic Development	223	223	9	232	9	A	4%
Environment & Leisure	802	741	50	791	(11)	G	-1%
Finance	1,323	949	88	1,037	(286)	G	-22%
Governance	1,262	1,255	32	1,287	25	A	1%
Housing Services	812	772	46	818	6	A	1%
Human Resources	855	844	8	852	(3)	G	0%
ICT & Facilities	1,850	1,827	32	1,859	9	A	0%
Marketing & Communications	605	594	16	610	5	A	1%
Operations	6,491	6,275	341	6,616	125	R	2%
Strategic Investment <sup>1</sup>	20	20		20			
Sustainable Development	1,277	1,321	70	1,391	114	R	9%
<b>Service Total</b>	<b>15,575</b>	<b>15,284</b>	<b>771</b>	<b>16,055</b>	<b>480</b>	<b>A</b>	<b>3%</b>
Corporate Financing	966	907	0	907	(59)	G	-6%
Efficiency	(300)	0	0	0	300		
<b>Net Total</b>	<b>16,241</b>	<b>16,191</b>	<b>771</b>	<b>16,962</b>	<b>721</b>	<b>R</b>	<b>4%</b>



Key assumptions reflected in the above:

- Staff Pay Award – Projections reflect the latest National Employers offer of a flat rate £1,925 per FTE in response to the Unions' pay claims.
- Manor Street/ the Plaza – no budget variance is assumed at this stage whilst the ongoing revenue costs/ income are being reviewed.
- Staffing projections are based on known changes at the end of Q1 and it is likely that further changes will impact subsequent reviews.

The table below breakdowns the forecast variance:

Business Plan Service	Forecast £'000	Staffing £'000	Pay Award £'000	Other Expenditure £'000	Gross Income £'000
Asset Management	434	107	8	3	316
Community & Leisure	22	(27)	32	(3)	20
Corporate Management Plan	31	(35)	39	17	10
Economic Development	9	0	9	0	0
Environment	(11)	100	50	(1)	(160)
Finance	(286)	(91)	88	62	(345)
Governance	25	20	32	(22)	(5)
Housing Services	6	0	46	42	(82)
Human Resources	(3)	(5)	8	(6)	0
ICT & Facilities	9	2	32	(25)	0
Marketing & Communications	5	18	16	1	(30)
Operations	125	(62)	341	453	(607)
Strategic Investment					
Sustainable Development	114	(97)	70	17	124
<b>Service Total</b>	<b>480</b>	<b>(70)</b>	<b>771</b>	<b>538</b>	<b>(759)</b>
Corporate Financing	(59)	0	0	(11)	(48)
Efficiency	300	300	0	0	0
<b>Net Total</b>	<b>721</b>	<b>230</b>	<b>771</b>	<b>527</b>	<b>(807)</b>

### Addressing the Deficit Position.

- Given the reported adverse variance, managers were tasked with identifying measures to address the revenue gap and/ or to review forecasts taking into account more recent budgetary information. This review has identified significant progress towards closing the forecast revenue gap at Q1 and which will be reflected in an updated forecast at Q2.

### Commentary on Main Service Variances reported at Q1

#### Asset Management

- Net overspends on staffing due to interim arrangements and the need for additional resources to deal with the transition of strategic projects to operational assets (+£107k)
- Loss of rent (+£134k) and service charges (+£157k) due to areas of Causeway House being vacant – **currently assumed for the full year (+£291k).**

#### Environment

- Building Control additional agency staff costs due to difficulties in recruitment combined with an increase in service demand (+£113k), partially offset by increased income (-£66k).
- Licensing increased number of applications/ income (-£63k). As a ringfenced account the variance may need to be transferred to reserve subject to a review of licensing costs.

## **Finance**

- Staffing efficiencies (-£74k)
- Housing Benefits net cost of benefits paid (+£68k) – Note this is additional to £100k of extra costs which are being funded from reserve. Expenditure is demand led and subject to subsidy limitations on certain types of benefit payments.
- Treasury Management – short-term investment income due to higher interest rates/ balances (-£300k)

## **Operations**

- Staffing underspends predominately due to vacancies within the service (-£62k).
- Increased vehicle operating costs predominately due to the market price of diesel (+£144k); and spot hire and maintenance of an aging fleet (+£146k).
- Provision of wheelie bins and kitchen caddies for new properties and lifecycle replacements (+£60k).
- Increased cost of recycling due to higher haulage costs and processing costs (combination of increased tonnage / cost per tonne) (+£64k).
- Increase in income from mixed recyclate (-£616k) due to a higher average basket price (based on price agreed for Q1 and Q2) of £99/ tonne against the budgeted £49/ tonne.
- Recycling sack contract – average price taking into account inventory brought forward (+£45k)
- Glass recycling income (-£54k) (price/ tonnage) and ECC recycling credits (-£48k).
- Car parking income from pay and display has still not recovered to levels pre-pandemic (+£210k).

## **Sustainable Development**

- Majority of the staffing variance due to current vacancies within the service (including new enforcement roles/ landscape services for which recruitment processes are underway).
- The planning application income forecast reflects the lower income in Q1 (+£127k) with the assumption that the budget is achieved in subsequent quarters; however, actual income will be subject to demand/ mix of applications (e.g. major).

## **Corporate Financing**

- Council Tax Sharing Agreement – share-back from preceptors based on local tax collection performance is higher than budget (-£80k)
- Reduction in the amount of staffing costs chargeable to capital projects (+£40k)

## **Strategic Investment Team (SIT)**

- Forecast total cost £570k of which £276k has been estimated will be charged to capital works, leaving residual cost of £294k, funded: £20k base budget; £96k residual balance of SIT reserve; leaving an estimated shortfall of £178k. The service is proposing that this is met from the uncommitted balance of the Feasibility reserve, subject to approval.

## **Capital Programme**

Current capital programme totals £18m of which £12m profiled into 2022/23:

	<b>Profiled Spend 2022/23 £000</b>	<b>Actual Spend at Quarter 1 £000</b>	<b>Actual Spend at Quarter 1 % of Profile</b>
Horizon 120 Business Park infrastructure	879	138	16%
Horizon 120 Enterprise Centre	4,341	1,573	36%
Manor Street regeneration	734	628	86%
I-Construct Innovation Centre	140	23	16%
Maltings Lane Community Facility	170	-	0%
Town Centre improvements	268	-	0%
Industrial estate improvements	60	2	3%
Property planned maintenance	1,124	-	0%
Information technology systems & equipment	1,239	27	2%
Play areas, parks and open spaces	758	98	13%
Cemetery improvements	89	-	0%
Paths, cycleways, and other infrastructure	188	2	1%
Operational equipment	131	5	4%
Sports and leisure facilities improvements	255	-	0%
Climate change initiatives	127	-	0%
Housing renovation & disabled facilities grants	1,056	125	12%
Capital salaries	476	143	30%
<b>Total</b>	<b>12,035</b>	<b>2,764</b>	<b>23%</b>

### **Changes to programme since last report**

- Addition of the Maltings Lane Community Facility (£4m) although the majority of project expenditure is profiled into 2023/24.

### **Programme risks/ opportunities**

- Manor Street regeneration – final account to be confirmed.
- Pedestrianisation – projected overspend of £230k – to be met from a proposed virement.
- I-Construct – awaiting final cost which is required to confirm the final claim for European Funding.
- Horizon 120 Enterprise Centre ('The Plaza') – final account to be confirmed
- Horizon 120 shortfall on serviced land sales leading to a potential requirement to allocate additional capital resources.

### **Capital resources generated**

- Sale of serviced land plots at Horizon 120 (£3.9m)
- Interim payments (£109k) from Eastlight in respect of the apartments at Victoria Square.
- Eastlight agreements: Right-to-Buy sales – number of completed sales 5, generating c£827k. A further 30 applications are in progress suggesting forecast total for year c£2m-£2.5m (2021/22 19 sales completed in the year generating £2.7m); and VAT shelter £110k Q1.
- Better Care Funding received £1.056m which is used to fund expenditure on disabled facilities grants.

## **Treasury Management**

### **Investment activity**

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

Amount Invested at start of the year	Activity to the end June		Amount Invested at end of the quarter
	New Investments	Investments Matured	
£56.8m	£83.6m	£77.0m	£63.4m
Average amount invested for the period			£66.6m
Highest amount invested			£72.1m

Investments totalling £19m were maintained across a range of long-term pooled funds with varying exposures to property, equities, and other financial assets. The remaining balance of investments have been held in short-term investments comprising: money market funds; Debt Management Office Account (UK Government); bank deposits; and liquid cash held in a current account with Lloyds Bank.

### **Investment income and valuations**

Interest and dividends earned to the end of the quarter totalled £354,775, which is equivalent to an annualised rate of return of 2.14%:

Investments	Average Amount Invested	Interest & Dividends Earned	Annualised Return %
Long-Term Pooled Funds	£19.0m	£262,401	5.54%
Short-Term	£47.6m	£92,374	0.78%
<b>Total</b>	<b>£66.6m</b>	<b>£354,775</b>	<b>2.14%</b>

Dividend income from long-term pooled funds will vary quarter on quarter and therefore the annualised return will be expected to reduce over subsequent quarters.

The projected investment income for the year is £1.1m, which is £300k better than budget. The MTFS already assumes increases in income reverting to nearer pre Covid levels. Significant risks exist given the current economic outlook and the position is being monitored given the fluctuations in global markets.

The market value of shares and units in pooled funds at the end of the quarter was £21.4m, representing an unrealised gain of £2.4m over the amount originally invested.

### **Investment portfolio**

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

- Long-term pooled fund investments £19m (allocated: £3m property fund; £13m equity funds; and £3m in diversified asset funds)
- Low volatility Money Market Funds (MMFs) £20m
- Variable net asset value MMF £4m
- Debt Management Office Account Facility £16m

- Short Term Fixed Deposit £3m
- Lloyds current account £1.4m

### **General Fund Balances**

General Fund balances are held for the following reasons:

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

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

<b>Balance at 1 April 2022</b>	<b>£'000</b>
	<b>6,056</b>
Addition/(deductions):	
Budgeted reduction	(89)
Funding for one-off investment	(371)
Pension Fund triennial payment – repayment	823
Projected outturn variance at Q1	(721)
<b>Estimated Balance at 31 March 2023</b>	<b>5,698</b>

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

- The approved budget included an anticipated reduction in balances of £460k. One-off investment included £310k drawdown in respect of the initial operating costs of the Plaza at H120 and £61k for the Councillor Community Grant Scheme
- A one-off payment was made in 2020/21 to the Essex Pension Fund covering the period April 2020 to March 2023, which was part funded from General Fund balances. A repayment back into balances is being made in 2022/23.
- The projected outturn variance for the year at Q1 is an overall adverse variance of £721k – this will be reviewed at Q2 and will take into account the savings and additional income identified by managers along with any further updates to the Council's financial position for the year.