

CABINET MEETING
MONDAY 20TH MAY 2013

PUBLIC APPENDICES

Report Number	Report	Pages
6a	Provisional Financial Outturn 2012/13	
	• Appendix A Financial Management Statement 2012/13	1
	• Appendix B Budget Carry Forward Requests From 2012/13 to 2013/14	2
	• Appendix C Budget Carry Forwards Prior Year	3 to 4
	• Appendix D Earmarked Reserves	5 to 6
	• Appendix E Provisions and Contingent Liabilities	7
	• Appendix F Planned Programme of Efficiency Reviews	8
6b	Strategic Risk Management	
	• Appendix A Draft Strategic Risk Profile	9
	• Appendix B Draft Strategic Risk Register including Management Action Plans	10 to 21
9a	Minutes from Cabinet Sub Groups	
	• Local Development Framework Sub-Committee – 11 th April 2013	22 to 27

Agenda No. 6a

FINANCIAL MANAGEMENT STATEMENT 2012/13 - PROVISIONAL OUTTURN

APPENDIX A

			ACTUAL £'000					
	Approved Controllable Budget	Adj/ Vire	(a) Updated Controllable Budget	Full Year Spend	(b) Net Variance	Anticipated movement on C/fwds	Net Variance after C/fwds	(b) as % of (a) Variance as % of budget
General Fund - Business Plans								
Business Solutions	1,843.4	(7.9)	1,835.5	1,643.4	(192.1)	31.0	(161.1)	(10.5%)
Community Services	2,257.9	(4.5)	2,253.4	1,651.8	(601.6)	11.1	(590.5)	(26.7%)
Corporate Management Plan	1,280.0	18.4	1,298.4	1,235.3	(63.1)	24.7	(38.4)	(4.9%)
Environment	960.5	(2.6)	957.9	975.4	17.5	0.0	17.5	1.8%
Finance	1,194.1	(0.8)	1,193.3	1,000.9	(192.4)	24.4	(168.0)	(16.1%)
Housing Services	634.4	(0.1)	634.3	568.4	(65.9)	0.0	(65.9)	(10.4%)
Operations	4,096.5	(21.8)	4,074.7	3,907.0	(167.7)	0.0	(167.7)	(4.1%)
People and Democracy	1,652.4	8.7	1,661.1	1,558.6	(102.5)	6.5	(96.0)	(6.2%)
Sustainable Development	606.2	(68.4)	537.8	543.9	6.1	120.3	126.4	1.1%
Business Plan Controllable	14,525.4	(79.0)	14,446.4	13,084.7	(1,361.7)	218.0	(1,143.7)	(9.4%)
Corporate Financing	2,050.2	79.0	2,129.2	2,208.6	79.4	0.0	79.4	3.7%
Efficiency Savings Target	(416.4)	0.0	(416.4)	0.0	416.4	0.0	416.4	-
Total - General Fund	16,159.2	0.0	16,159.2	15,293.3	(865.9)	218.0	(647.9)	(5.4%)

Budget Carry Forward Requests From 2012/13 To 2013/14

APPENDIX B

Business Plan/Requesting Officer	Amount	Reason for Request incl. details of any commitments	Source of Unspent Budget/ Financing
Business Solutions			
ICT Contract Variation budget	£ 31,000	Upgrade to IT system to enable remote working	ICT Contract Variations
Community Services			
Community Safety	£ 11,090	Two Domestic Abuse Pilot projects that Braintree District Council have signed up to under part of the work of the Whole Essex Community Budget	Community Safety Project budget
Corporate Management			
Corporate Management	£ 24,700	Head of Governance vacancy - recruitment costs and interim support. Temporary cover in Administration Support.	Corporate Management Plan Staffing
Financial Services			
Implementing Welfare Reform changes	£ 14,440	Balance of Government grant to be carried forward to meet costs relating to the implementation of the changes.	Housing benefit grant income
Benefit Fraud	£ 10,000	To meet the costs of two cases of benefit fraud which are scheduled to go to Crown Court in 2013.	Benefit Fraud legal fees
People And Democracy			
Member Training	£ 6,500	The development of the Community Councillor role is a work stream within the Localism programme which will identify skills development requirements for our Councillors during 2013/14 and 2014/15. In addition the Charter for Elected Member Development is due for renewal within the next 14 months.	Member Training
Sustainable Development			
Land Charges	£ 5,060	Funding for temporary staffing to assist with transferring data to the new system.	Land Charges overachieved income
Local Development Framework	£ 30,900	Required to meet costs of adopting the District's Site Allocation and Development Management policies. This carry forward will be transferred into the new LDF reserve. (See also Earmarked Reserves schedule)	Local Development Framework
Economic Development	£ 84,370	Required to complete projects targeted at youth unemployment and training, business engagement, and developing broadband across the District and to provide administration support to the recently expanded Economic Development team.	Economic Development
Total	£ 218,060		

Prior Year Carry Forwards

APPENDIX C

Business Plan/Requesting Officer	Amount	Reason for Request incl. details of any commitments	Source of Unspent Budget/ Financing
People And Democracy			
Marketing & Communications - use of external income achieved in 2011/12	£ 25,000	To be transferred back to General Fund Balance	Marketing and Communications and Reprographics
Sustainable Development			
Economic Development	£ 18,410	To be transferred back to General Fund Balance	Economic Development
Growth Area Fund	£ 10,590	Remaining balance of the revenue element of GAF currently allocated to funding the Premdor Viability Study.	Local Development Framework
Local Development Framework	£ 21,000	To be transferred back to General Fund Balance	Local Development Framework
Operations			
Four Day Working Week Communications & Publicity	£ 58,000	To be transferred back to General Fund Balance	Refuse and Recycling
Backing our Towns - Street Cleansing Barrowbeats Equipment	£ 44,000	To be transferred back to General Fund Balance	Operations Department
Transfer of Rural Car Parks, Toilets etc. to Parish Councils	£ 50,000	Earls Colne and Coggeshall facilities due to complete now in 2013/14	

Prior Year Carry Forwards

APPENDIX C

Business Plan/Requesting Officer	Amount	Reason for Request incl. details of any commitments	Source of Unspent Budget/ Financing
People And Democracy			
Marketing & Communications - Mosaic profiling	£ 18,290	Mosaic profiling allows Marketing Officers to undertake targeted marketing to specific groups, it is a beneficial aid to the profession. The original carry forward (£26,000) was to fund the Mosaic subscription for 3 years, which 2012/13 was year 1.	Marketing and Communications
Sustainable Development			
Asset Management - Conditions survey, revenue funding	£ 28,890	To be transferred back to General Fund Balance	Commercial and Industrial property
Landscape Services	£ 4,940	To be transferred back to General Fund Balance	Landscape Services
	£ 279,120 *		
Requested to be carried over	£ 78,880		
Transfer to General Fund Balance	£ 200,240		

Note: * These balances are not included in the 2012/13 Budgets and as such do not show as an underspend and hence a carry forward request has not been received.

Earmarked Reserves

APPENDIX D

Earmarked Reserve	Amount	Purpose of Reserve
<u>New earmarked reserves</u>		
Portas Pilot	£ 92,280	The Council was awarded £106,500 from the second round of the Portas Pilot initiative. The money is to be used for a range of projects set out in the Council's original submission. The balance of grant unspent at the end of the year has been set-aside in a proposed new earmarked reserve.
Leisure	£ 60,000	Funds set-aside for professional and legal fees to support any challenge in respect of latent defects at Braintree Swimming Centre.
Community Facilities	£ 30,000	Funds set-aside from operational savings made on the transfer of community facilities to provide one-off financial assistance on any relocation and/ or post-lease issues.
Procurement Hub	£ 60,000	Trading account - rebates received were higher than anticipated by £37,000. As rebates are demand-led it is proposed to create a reserve to balance income fluctuations between years. Balance of funds awarded by the Regional Centre of Excellence (£23,000) for procurement initiatives also to be held in reserve. Planned to use £9,000 on development of procurement website in 2013/14.
Housing	£ 30,000	Funds set-aside to meet the anticipated costs from the transfer of Craig House to Family Mosaic and the closure of Trinity House.
Operations	£ 90,000	Funds set-aside for the feasibility work on the redesign of the waste management and recycling service, and to increase recycling and street cleansing activities.
Marketing & Communications	£ 20,000	Funds set-aside for pro-active support to the public relation activities around town centre regeneration and planning.
<u>New earmarked reserves created in the Budget report 2013/14</u>		
Public Health Agenda	£ 30,000	Amount transferred from the Service Improvement reserve to meet costs associated with the public health agenda
Community Rights	£ 13,420	Government Grant towards the Councils costs to meet it's obligations regarding Community Rights to Bid and Community Rights to Challenge
Localised Council Tax Support Scheme	£ 44,500	Government Grant towards the Councils costs to meet it's obligations regarding Local Council Tax Support. Current balance to be utilised on staffing (Council Tax/ Benefits post and Customer Services post - 1 year contracts), CAB advisory service (2 years) and the creation of an exceptional hardship fund (net of contributions from other major precepting authorities). Further grant in 2013/14 of £74,093 to be added to the reserve.

Earmarked Reserves

APPENDIX D

Earmarked Reserve	Amount	Purpose of Reserve
<u>Earmarked Reserves created from existing provisions</u>		
House Survey (Private Tenants)	£ 28,052	Funds set-aside annually from revenue to meet periodic surveys required to be undertaken by the Council. Previously amounts had been shown on the Balance Sheet as 'provisions'; however, under accounting rules they should now be treated as earmarked reserves
Housing Needs Survey	£ 49,546	
Unmet Taxi Demand Survey	£ 1,300	
<u>Redesignated Earmarked Reserves</u>		
Local Development Framework (previously the Local Plan Inquiry reserve)	£ 30,900	Money set-aside from a proposed carry forward of an underspend in 2012/13 to meet the medium term financing requirements of the Local Development Framework
Total added to New Earmarked Reserves	£ 579,998	

Provisions & Contingent Liabilities

APPENDIX E

Provision	Amount	Purpose of provision
Local Land Charges	£ 215,000	A reserve of £90,000 was set-aside in 2011/12 (including grant received from Government of £34,000) to meet potential reclaim of personal search fees. The latest information from Legal Services is that the potential liability is up to £215,000, plus legal costs and interest, although the latter has not been quantified yet. The draft outturn for 2012/13 provides for the additional £125,000 charged against revenue in addition to the existing reserve.
Offset by Existing Reserve	-£ 90,000	
Net Charged to 2012/13 Revenue	£ 125,000	
Municipal Mutual Insurance - Provision charged to revenue	£ 40,900	The Council is a scheme member in the run-off of liabilities to the Municipal Mutual Insurance which ceased trading in 1992. Under a scheme of arrangement the Company's assets are being used to settle outstanding policy commitments. However, where a shortfall is identified the scheme provides for a clawback against previous claims settled, and reduction in the amounts payable on claims settled in future. The Council has been advised that the clawback scheme will be applied and that this could be between 15% and 23%. The Council's external auditor has advised that a provision relating to the 15% should be made in the 2012/13 accounts.
Municipal Mutual Insurance - Contingent Liability sum added to the Insurance Reserve	£ 35,400	A contingent liability for the difference between the 15% provision and 23% (being the highest value within the range currently estimated by the administrators) is to be disclosed in the 2012/13 Accounts. In addition, it is prudent to match this with a transfer to reserve, therefore £35,400 has been added to the existing Insurance Reserve.
Net Charged to 2012/13 Revenue	£ 76,300	

Planned programme of Efficiency Reviews

2013/14

Asset Management
Facilities Management
Benefit Fraud
Car Parking
Community Services
Engineers
Housing Benefit
Legal & Members Services
Licensing
Procurement
Refuse & Recycling (Trade Waste)
Street Wardens

2014/15

Economic Development
Environmental Health
Grounds Maintenance
Landscape Services
Housing Services
Operations admin
Marketing, Communications & Graphic Design
Planning Policy

2015/16

Business Solutions
Electoral Services
Financial Services
Human Resources & Organisational Development
Land Charges
Leisure Management

DRAFT STRATEGIC RISK PROFILE

Braintree District Council April 2013

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

likelihood ↑

Impact →

Likelihood:

- A Very high
- B High
- C Significant
- D Low
- E Very low
- F Almost impossible

Impact:

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

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

Medium-Term Financial Strategy – 1

Risk Rating C2 (C2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>In March 2013, the Chancellor of the Exchequer announced in the Budget 2013 a further 1% reduction to Local Government funding in 2014/15, this is in addition to the 2% reduction he announced in the Autumn 2012 Statement. The Spending Review 2013 will be announced in June 2013 and will be effective from 2015/16. Major changes to funding arrangements were implemented from 1st April 2013: specifically Local Council Tax Support scheme and Business Rates retention scheme.</p> <p>Triennial review of Essex Pension Fund will be undertaken as at 31st March 2013. Changes to employer contribution rates will be effective from 2014/15.</p> <p>The Council sets a Medium-Term Financial Strategy (MTFS), covering a four-year period, which is reviewed and updated annually. Assumptions are made about anticipated changes on the revenue account e.g. government grant levels, income levels, inflation, pay awards, council tax collection rates, etc. together with planned and anticipated efficiency savings, council tax levels and the use of balances. Assumptions are also made regarding capital resources with a capital programme being planned and agreed against these resources.</p>	<ul style="list-style-type: none"> • Government funding settlements and other funding streams are reduced by more than anticipated. • Circumstances change which render the planned savings unachievable • Other financial assumptions prove incorrect. • Capital receipts are not received as planned • Capital resources insufficient to finance capital programme • Income drops 	<ul style="list-style-type: none"> • Priorities and projects are not delivered. • Cuts necessary to services • Rushed decisions to find other savings • Staff unsettled and de-motivated. • Financial savings are not achieved; balances used more than planned. • Assets not fit for purpose • Satisfaction levels with the Council fall • Cannot implement low council tax strategy

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Robust budget review and setting process involving Management Board and Cabinet members developed over a number of years</p> <p>Unallocated balances significantly exceed minimum level of £1.5million.</p> <p>Regular Budgetary Control and monitoring processes in place.</p> <p>Programme of efficiency reviews and Member Board established to monitor progress of reviews.</p>	<p>Increased monitoring of:</p> <ul style="list-style-type: none"> Amount of council tax support awarded awards from the Exceptional Hardship Fund; and Business rates and council tax collection rates. <p>Review MTFS following publication of outcomes from SR2013 and receipt of notification of financial settlement for 2014/15.</p>	Corporate Director (CF)	<p>Financial savings delivered on time and as budgeted.</p> <p>Setting a balanced base budget for 2014/15 with no increase in council tax and having plans to meet funding shortfalls in subsequent years of MTFS</p> <p>Service and performance levels delivered as planned.</p> <p>Collection rates of council tax and business rates achieve planned levels.</p>	Monthly	<p>Oct/ Nov 2013</p> <p>Feb 2014</p>	<p>MTFS provides a plan to provide a balanced budget with no increase in council tax for 2014/15. An assumption for a 7% reduction in government funding year on year to 2016/17. Shortfalls to be addressed for 2015/16 of £0.7m and 2016/17 £0.6m</p> <p>Estimated unallocated balance as at 31st March 2013 is £7.5million.</p> <p>Engaged additional temporary staff to assist with the collection of council tax</p>

Economic Development – 2 (formerly included as part of Risk 6)

Risk rating C2 (C2 July 12)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Development as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The District is looking for inward investment, job creation, business growth and investment in infrastructure. There is also a programme to sustain/growth our town centres.</p>	<p>Lack of investment in economic development and infrastructure prevents business growth and job creation.</p>	<ul style="list-style-type: none">• Reduction in new jobs• Loss of revenue / growth in business rates• Less employment• Lower inward investment• Fewer new businesses being created• Less investment in infrastructure as a result of less development

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Strong working relationship with Essex County Council, Haven Gateway and the South East Local Enterprise Partnership (SELEP) on key priorities for economic development. The SELEP has a very important role in supporting and bringing together public and private partners, under business leadership at a local level.</p> <p>Partnership with Essex County Council, Colchester and Tendring Councils and the Highways Agency on establishing a business case for improvements to the A120.</p> <p>Council investment into capital/revenue projects to create business growth in the District.</p> <p>Working in partnership with Ignite business to provide new business start-ups and to grow businesses.</p> <p>Close engagement with wider business sector.</p>	<p>Working in partnerships – sharing long term aims and potentially sharing risks</p> <p>Monitor current activity e.g. highways agency – able to react at short notice and exploit opportunity</p> <p>Identifying business partners and working with them to lobby and deliver.</p> <p>Expansion of Council's economic development team</p> <p>Adoption of new Economic Development Strategy for the District.</p>	Corporate Director (JH)	<p>Creation of new jobs</p> <p>New Business starts</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p>	Quarterly		<p>Appointment of Head of Economic Development and Regeneration post and two Graduate Trainee posts to assist in delivering projects and enabling growth in the District.</p> <p>Allocation of £5m of new homes bonus for major infrastructure.</p> <p>Allocation of Growth Area funding, revenue and capital, by Prosperity Board (previously by LDF Panel).</p> <p>Membership of Greater Haven Gateway partnership.</p> <p>Allocation of 5 key projects as part of the Integrated County Strategy.</p> <p>Investment in Town Centres and award from Government of Portas Pilot status.</p> <p>Cabinet have approved the setting up of a Prosperity Board to make decisions and recommendations on New Homes Bonus, Growth Area Funding and Integrated County Strategy. The Board will advise on the suitability, sustainability and progress of these programmes and individual project proposals.</p>

Local Development Framework – 3 (formerly included as part of Risk 6)

Risk Rating C2 (C2 July 12)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
Braintree District Council has an adopted Core Strategy and is in the process of adopting the District's Site Allocation and Development Management Policies. The Local Development Framework plans for housing and commercial growth in the District, which will deliver 4637 new homes and 14,000 new jobs.	The Economic climate does not improve resulting in lack of housing or employment growth	<ul style="list-style-type: none"> • Lack of new jobs in the District and failure to deliver job target • Reduction in construction of new homes to provide opportunities for residents to get onto the housing ladder or move up it. • Inability to attract inward investment or business growth • Less employment • Inability to attract skilled workers to the District • Fewer new affordable homes to meet the need in the District • Less investment in infrastructure through Section 106/ future Community infrastructure levy from development

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Consultation – public, town councils, parishes and pressure groups.</p> <p>Engaging at a regional level.</p> <p>Looked at infrastructure implications.</p> <p>Programme of reporting and decision making through Local Development Framework Sub Committee</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Joint working with other Essex authorities.</p>	<p>Work programme keeps to timetable to ensure adoption of site allocations.</p> <p>Working in partnerships – sharing long term aims and potentially sharing risks</p> <p>Encouraging a community view / balancing with District and national interests.</p>	Corporate Director Sustainable Development	Ensuring LDF process is adopted/ approved on target	Quarterly	Autumn/ Winter 2013/14	<p>Adoption of Core Strategy.</p> <p>Consultation on site allocations in advanced stage.</p> <p>Agreement of Local Development Framework is in progress</p> <p>Allocation of Growth Area funding, revenue and capital, by LDF Sub Committee.</p>

Community Resilience – 4 (formerly12)

Risk Rating B2 (C2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>There is a small proportion of the district's population that is affected by current changes to welfare reforms. However, many of the changes are still working through and the impacts are uncertain.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment.</p> <p>Possible increase in the number of young people as NEETS (not in employment, education or training). Educational attainment in the district (based on English and Maths GCSE results) is low compared to the rest of the county.</p> <p>There is a growing population of elderly people, within the district and nationally.</p>	<p>Breakdown in family and community resilience.</p> <p>Council and other public sector organisations are not able to meet demand for services.</p>	<ul style="list-style-type: none">• Some people do not receive the help they need.• Increase in homelessness• Increased demands on the Council's Housing and Customer Services• Increased health inequalities• Increase in number of households in fuel poverty• Increase in number of children in poverty• Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.• Possible increase in domestic abuse.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Three-year Service Level Agreement with Citizens Advice Bureau.</p> <p>Housing Benefits Advisory Officer in post offering assistance and advice to claimants, in particular the elderly and disabled.</p> <p>Partnership with Greenfields Community Housing (GCH) in determining the allocation of the Community and Housing Investment Partnership Fund.</p> <p>Agreement with GCH for the provision of properties for homelessness.</p> <p>Council has increased investment in disabled facility grants to reduce the waiting list by 2014/15.</p> <p>A directory of older people services developed and published.</p> <p>Community transport scheme expanded with increased passenger numbers.</p> <p>New Leisure Contract includes a number of outcomes based on reducing health inequalities and access for hard to reach groups and older people.</p> <p>Worked with pan Essex group of councils to develop a common approach to local council tax support schemes.</p>	<p>Council to engage in Whole Essex Community Budget programme;</p> <p>Delivery of action plan prepared by Officer Welfare Reform Working Group.</p>	Corporate Director	<p>Services able to meet increased demand</p> <p>Funding sufficient to support those residents in short-term financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment</p>	Quarterly		<p>Officer Welfare Reform Working Group established to assess impact of Welfare Reforms. Action plan produced and implemented.</p> <p>New additional two-year Service Level Agreement with Citizens Advice Bureau to increase money advice service to residents.</p> <p>Increased allocation for Discretionary Housing Payments - £199,000 for 2013/14</p> <p>Exceptional Hardship Fund of £20,000 established to provide support to those residents in extreme financial difficulties.</p> <p>Option to pay Council Tax payments over 12 instalments rather than normal 10.</p> <p>It is proposed to establish a Health and Wellbeing Panel for the District working with a range of partners including the Mid Essex Clinical Commissioning group to tackle health inequalities.</p> <p>Established the Green Team in partnership with Greenfields / Groundwork to offer a voluntary employment training scheme in landscaping aimed at young people who are unemployed and not in education or training (NEET).</p> <p>Braintree District pilot on the Domestic Abuse workstream of the Whole Essex Community Budget programme.</p>

Major Projects – 5 (formerly 10)

Risk Rating D2 (D2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
The Council is undertaking and proposing to undertake a number of significant projects, which require effective project management. Successful service delivery is dependent upon effective performance monitoring. Performance and project management must be part of the culture of the Council and consistently applied in all areas.	Project delivery and costs are adversely affected due to ineffective project management.	<ul style="list-style-type: none">• Projects not managed to time or budget• Organisation fails to change and benefit from project• Partners are disillusioned• Adverse effect on performance• Adverse publicity• Service quality falls• Poor audit reports

Service Resilience and Workforce planning – 6 (formerly 11)

Risk Rating D2 (D2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
Reduced resources impact on the Council's ability to deliver good quality services. Service delivery and resilience requires a well-managed and motivated workforce. The Council has recognised the important challenges around workforce planning and talent management for the future.	<p>Some key people leave.</p> <p>The organisation is stretched too far and resulting in service delivery failure</p>	<ul style="list-style-type: none">• Service failure or performance declines• Mistakes made and corners cut• Customer satisfaction falls• Employees are demoralised.• Loss of good people.• Increased key person dependency• Loss of corporate memory• Failure to deliver Council's priorities and Annual Plan• Remaining staff fail to cope• Change programmes difficult to implement

Affordable Housing – 7 (formerly 13)

Risk rating C2 (D2 July 12)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has challenging affordable housing needs. There are a declining number of sites for development in the district and the value of housing is intrinsically high. Increasing gap between the availability of affordable housing and those needing them.</p>	<p>Potential number of affordable houses not provided</p>	<ul style="list-style-type: none">• Affordable housing need not met• Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice'• Cost to the Council of temporary accommodation increases• Reputation of the Council suffers• Many people in the district are unable to afford to buy their own house• Young people/key workers leave the district• Increased recruitment/retention issues for public bodies including Braintree District Council• Local economy declines• Communities not sustainable in longer term

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Affordable Housing Strategy 2009-14 adopted</p> <p>Affordable Housing Strategy Action Plan for 2011/12</p> <p>Reviewed planning policy to ensure opportunities are maximised</p> <p>The Community Housing Investment Partnership (CHIP) fund was established as part of the transfer agreement. Currently £7m of this fund is available to invest into the delivery of further affordable housing.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p>	<p>Use of a minimum of £750,000 of new homes bonus to deliver new affordable housing.</p> <p>Housing Research and Development Team continue to look for innovative ways of increasing affordable housing with developers and Registered Social Landlords.</p> <p>Use of Stat Nav toolkit to help identify need across the District.</p> <p>Build working relationships with developers to deliver Affordable housing through S.106 agreements.</p>	Corporate Director (JH)	Local target for an average 100 dwellings per annum	Quarterly		<p>Local Development Framework in progress.</p> <p>Investment of CHIP fund to deliver 20 homes in next financial year.</p> <p>Joint appointment with Greenfields CH of an officer to study housing needs/housing development opportunities in the district.</p> <p>In 2012/13, the affordable housing delivery target of 50 new homes was exceeded with the delivery of 70 new affordable homes.</p> <p>Over 100 new affordable homes will start on site during 2013/14.</p> <p>Authority delegated to Cabinet Members for Planning and Property and Performance and Efficiency to agree acquisitions and funding commitments within the overall affordable housing budget in order to allow timely decisions to be taken and prevent opportunities being lost.</p> <p>Agreed to implement a Local Authority Mortgage Scheme to enable first-time buyers to get a mortgage with only a 5% deposit.</p>

Investment of Surplus Monies – 8 (formerly 14)

Risk Rating D2 (D2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Authority invests its surplus monies with financial institutions. The impact of the current economic climate on financial institutions makes the selection of a strong counterparty with which to invest, crucial.</p> <p>The focus on security of the money invested in a small number of highly rated financial institutions results in receipt of low levels on interest which in the current economic climate means this asset is achieving a negative real rate of return (i.e. after allowing for the rate of inflation). Other investment opportunities are being explored but selection of a strong counterparty with which to invest will be crucial.</p>	Failure of a counterparty	<ul style="list-style-type: none">• Loss of the principal sum and / or interest due• Unplanned service cuts and / or use of balances• Decline in Council reputation

Community Engagement – 9

Risk Rating D3 (D3 July 12)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>The introduction of the Localism Act presents the Council with some new challenges with greater scope and opportunities for local people, partners and voluntary sector to involve themselves in the way outcomes are commissioned, services are delivered and how decisions are made.</p> <p>In response, we have developed a Localism Board, which regularly reviews a series of work streams developed in response to the Localism Act.</p>	Council fails to deliver on the requirements of the Localism Act	<ul style="list-style-type: none">• Dissatisfaction with the council.• Local needs not being met.• Officers spend significant time dealing with FOI enquiries/ managing complaints.• Public discord reflected in local media and online.• Failure to meet legal requirements of Localism Act

Sustainability – 10 (formerly 15)

Risk Rating D3 (D3 July 12)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>Climate Change</p> <p>In response, the Council has produced its Climate Change Strategy and in this strategy has produced a Climate Change Risk Assessment, which determines and manages potential climate change impacts on the Council's estate and operations.</p> <p>Energy costs are also increasing for the Council and businesses and residents.</p>	<ul style="list-style-type: none">• Council fails to deliver on its Climate Change Strategy.• The Council fails to respond fully to the risks identified in its Climate Change Risk Assessment	<ul style="list-style-type: none">• Increased financial costs for Council (due to insurance excesses/ pressures on service delivery and energy costs).• Failure to maintain/deliver services due to the impact of extreme climatic conditions• Reputation of Council damaged through failure to deliver services.• Failure to give local community leadership in preparing for climate change.

Minutes

Local Development Framework Sub- Committee 11th April 2013

Present:

Councillors	Present	Councillors	Present
D L Bebb	Yes	Lady Newton	Yes
G Butland	Yes	W D Scattergood	Yes
A V E Everard	Yes	C Siddall	Yes
M C M Lager	Yes	M Thorogood	Apologies
J M Money	Yes	R G Walters	Yes

69 **DECLARATIONS OF INTEREST**

INFORMATION: The following interest was declared:

Councillor W D Scattergood declared a non-pecuniary interest in Agenda Item 5 – Site Allocations and Development Management Plan - Inset Plans for Halstead, Sible Hedingham, Great Maplestead, Shalford, Shalford Church End and Panfield as she knew some land owners and objectors in respect of sites at Great Maplestead and Sible Hedingham.

In accordance with the Code of Conduct, Councillor Scattergood remained in the meeting and took part in the discussion when the matters were considered.

70 **MINUTES**

DECISION: The Minutes of the meeting of the Local Development Framework Sub-Committee held on 26th March 2013 were confirmed as a correct record and signed by the Chairman, subject to paragraph 2 of the Decision relating to Earls Colne contained in Minute 67 being amended to read as follows (all other paragraphs of the Decision remain unchanged):-

Earls Colne

‘2. That the proposed development boundary at EAR1H(N) and (S) - Land to the South of Halstead Road, Earls Colne be amended to exclude the area of informal recreation from the development boundary, as shown on Map 23 contained within the Appendix to the Agenda and entitled ‘Proposed Submission Inset Map Earls Colne West - Earls Colne and White Colne West – Draft Site Allocation Plan Revised’.

71 **QUESTION TIME**

INFORMATION: Seventeen statements were made. Details of the people who spoke at the meeting are contained in the Appendix to these Minutes.

Principally, these Minutes record decisions taken only and, where appropriate, the reasons for the decisions.

72 **SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT PLAN DRAFT - INSET PLANS FOR HALSTEAD, SIBLE HEDINGHAM, GREAT MAPLESTEAD, SHALFORD, SHALFORD CHURCH END AND PANFIELD**

(Councillor Hylton Johnson (District Council Ward Councillor for Hedingham and Maplestead) attended the meeting and spoke on this item and, in particular, site SIB9X, Sible Hedingham).

(Councillor John Skittrall (Vice-Chairman of Sible Hedingham Parish Council) attended the meeting and spoke on this item and, in particular, sites SIB9X and SIB10X, Sible Hedingham).

(Councillor Peter Haylock (Chairman of Great Maplestead Parish Council) attended the meeting and spoke on this item and, in particular, site GRM5, Great Maplestead).

INFORMATION: Mrs E Dash, Planning Policy Manager, presented a report on the preparation of the Site Allocations and Development Management Plan and the Draft Inset Plans to be included within it. The report included proposed Inset Plans for Halstead, Sible Hedingham, Great Maplestead, Shalford, Shalford Church End and Panfield.

A Site Allocations and Development Management Plan was required to set out land allocations and policies, against which future planning applications for development in the District would be determined over the period to 2026. The Plan had to be in accordance with the Council's Core Strategy which set out the overall strategy for future development in the District and the number of dwellings for which land should be allocated, details of which were set out in the report.

Public consultation on the draft Site Allocations and Development Management Plan had taken place between 9th January and 22nd February 2013. The report summarised the representations which had been received and set out the Officers' comments on these, including additional sites which had been proposed. The report recommended the inclusion of sites within the 'Submission Draft' of the Site Allocations and Development Management Plan which would be published for a six week period. Any representations submitted during that time would be considered by an Inspector appointed by the Planning Inspectorate to examine the soundness of the Plan.

DECISION: That, subject to the draft Site Allocations and Development Management Plan being approved in its entirety by the Council for public consultation:-

That the Inset Plans and recommendations as set out in the report for the town of Halstead and the villages of Sible Hedingham, Great Maplestead, Shalford, including Shalford Church End and Panfield be approved, subject to the recommendations relating to Halstead, Sible Hedingham and Shalford, including Shalford Church End, being amended as follows :-

Halstead

1. That the proposed Halstead Bypass be deleted from the Proposals Map and from Policy ADM49 as this is un-funded and therefore undeliverable within the Plan period.
2. That the draft Care Home site allocation at HTR3SH - Blamsters, Mount Hill, Halstead and the reference to it in Policy ADM6 be retained.
3. That Policy ADM36 - Comprehensive Development Area - Land to the East of the High Street, Halstead be amended as follows:-

‘Land East of Halstead High Street between The Centre and Factory Terrace is allocated as a Comprehensive Development Area for mixed-use development, which could include residential, retail, B1 employment, **open space** and community uses.

A development brief will be required for the whole site prior to redevelopment, which should address the following issues:-

Satisfactory **vehicular and** service access **to the site**

Satisfactory pedestrian access to the High Street and other adjoining streets

Appropriate provision ~~for shoppers parking~~ **of open space**

Retention of protected trees **and habitat for protected species**

Protection of the setting of listed buildings and enhancement of the conservation area

Retention of at least one air raid shelter

Protection of views into the site, including those from across the valley.’

4. That the boundary of housing site HTR6H - New Street, Halstead be amended to exclude the footpath access to the public gardens from New Street from the site and to designate this footpath access as part of the public gardens informal recreation.
5. That the layout of HAS11H - Central Park, Halstead be discussed with the site promoters to agree the layout of the site, the area of the site to become part of the river walk, and footpath links from the site.
6. That the town development boundary along Hedingham Road, Halstead near to Ashlong Grove be amended so that the boundary follows the road rather than being set back from the road by about five metres.
7. That no changes be made to the development boundary for Halstead, and none of the alternative sites, or new sites proposed for Halstead in representations and referred to in the report, be allocated.

Sible Hedingham

1. That consideration of site SIB9X – Land to the rear of the former Swan Public House, Swan Street, Sible Hedingham be deferred and Officers requested to consider and report back to the Sub-Committee on any options which may be available which could bring about improvements to the building and the environment on the basis of these being cost neutral with no financial gain.
2. That site SIB10X - Land at Alderford Maltings, Alderford Street, Sible Hedingham be not allocated as a residential site of 10 or more dwellings.
3. That Molly's Wood, off Hulls Mill Lane, Sible Hedingham be allocated as a community woodland/orchard.
4. That land between Swan Street and Grays Hall Meadow, Sible Hedingham be allocated as visually important open space.

Shalford and Shalford Church End

1. That consideration of site SHA7HAIt - Land at White Court, Braintree Road, Shalford Church End be deferred to enable further information to be submitted to a future meeting of the Sub-Committee on the proposed land use designation for the site, including the line of the development boundary, and informal recreation and visually important space allocations.
2. That the extent of the educational use allocation at Shalford Primary School, Shalford Church End be amended to include the whole of the school grounds, as shown on Inset Map No. 51 – Shalford Church End – Revised contained within the Appendix to the Agenda.
3. That no alternative sites be allocated in Shalford and Shalford Church End.
4. That the line of the development boundary between 1 Fox Cottages and Gables, Shalford Church End be amended to reduce and straighten the boundary as shown on Map 'Shalford Church End – Revised v2' circulated at the meeting and published on the Council's web site.

The meeting commenced at 6.00pm and closed at 8.30pm.

Councillor R G Walters
(Chairman)

APPENDIX

LOCAL DEVELOPMENT FRAMEWORK SUB-COMMITTEE

11TH APRIL 2013

PUBLIC QUESTION TIME

Details of Questions Asked / Statements Made During Public Question Time

1. Statements Relating to Item 5 - Site Allocations and Development Management Plan - Inset Plans for Halstead, Sible Hedingham, Great Maplestead, Shalford, Shalford Church End and Panfield

Halstead

- (i) Statement by Mrs Jane Giffould, 20 Weavers Row, Halstead
- (ii) Statement by Ms Eileen Penn, Halstead 21st Century Group (address not available)
- (iii) Statement by Mrs Judith Slater, Red House Barn, Morris Green, Sible Hedingham
- (iv) Statement by Mrs Pauline Hennessey, c/o Mark Jackson Planning, Gateway House, 19 Great Notley Avenue, Great Notley, Braintree
- (v) Statement by Mr Will Hales, Paul Hales Associates, Goslings Farm, Sheepcotes Lane, Bradwell
- (vi) Statement by Mr Dave Pleasance, 5 Greenbanks, Halstead

Sible Hedingham

- (i) Statement by Mr Andrew Prill (address not available)
- (ii) Statement by Mr Adrian Buckingham, 2 Gainsford End Road, Toppesfield
- (iii) Statement by Councillor John Skittrall, Vice-Chairman of Sible Hedingham Parish Council.
- (iv) Statement by Councillor Hylton Johnson, Braintree District Council Ward Member for Hedingham and Maplestead

Great Maplestead

- (i) Statement by Mr Ian Johnson, Pink Cottage, Purls Hill, Great Maplestead
- (ii) Statement by Mr Martin Elms, Hunters Wood, Church Street, Great Maplestead

- (iii) Statement by Mr David Money, Chairman of Village Design Statement Team, Catkins, Toldish Hall Road, Great Maplestead
- (iv) Statement by Mr Mark Jackson, Mark Jackson Planning, Gateway House, 19 Great Notley Avenue, Great Notley, Braintree, (Agent)
- (v) Statement by Councillor Peter Haylock, Chairman of Great Maplestead Parish Council

Shalford and Shalford Church End

Statement by Mrs Jo Mayo, 1 Fox Cottages, Church End, Shalford

Panfield

Statement by Mr Chris Loon, Springfields Planning and Development, 15 Springfields, Great Dunmow