

CABINET MEETING MONDAY 15TH JULY 2013

PUBLIC APPENDICES

Report Number	Report	Pages
5a	Health and Wellbeing – to support the Mid Essex Clinical Commissioning Group’s Integrated Plan 2013/14 and the establishment of a District Health and Wellbeing Panel	
•	• Appendix A Mid Essex CCG Integrated Plan 'Plan on a Page' 2013/16;	3
	• Appendix B Draft Terms of Reference.	4
7a	Braintree District Economic Development Prospectus 2013/2026 (Consultation Draft)	
	• Appendix 1 - Building a Prosperous District Braintree District Economic Development Prospectus 2013/2026 Consultation Draft.	6
8a	Fourth Quarter and Annual Performance Management Report 2012/13	
	• Appendix A – Fourth Quarter 1st January to 31st March 2013 and Annual Performance Management Report 2012/13.	13 to 40
8b	Treasury Management - Investment Policy Amendment to Policy for 2013-14	
	• Appendix A – Brief details and examples of Pooled Funds;	41 to 42
	• Appendix B – Investment Policy.	43 to 45
9a	Member Review of Recycling – to consider the report of the Informal Working Group	
	• Report of the Member Working Group on Recycling.	46 to 55

12a	Recommendations from the Governance Committee – 26th June 2013 – Annual Governance Statement 2012/2013	
	<ul style="list-style-type: none"> • Report to the Governance Committee – 26th June 2013 – Annual Governance Statement 2012/2013. 	56 to 84
13a	Minutes from Cabinet Sub Groups To receive the minutes of the following:	
	<ul style="list-style-type: none"> • Local Development Framework Sub-Committee –30th May 2013; 	85 to 89
	<ul style="list-style-type: none"> • Developing Democracy Group – 10th June 2013; 	90 to 92
	<ul style="list-style-type: none"> • Local Development Framework Sub-Committee –13th June 2013; 	93 to 101
	<ul style="list-style-type: none"> • Local Development Framework Sub-Committee –17th June 2013; 	102 to 111

Vision *Our communities working together to create innovative and sustainable local services delivering first class healthcare for all*

Priorities Three clinical priorities: **Urgent Care** **Frailty** **Long term conditions**

Values	We care about our communities		We work together	We act with integrity & honesty	We deliver
Strategic context & challenges	<ul style="list-style-type: none"> One CCG with three localities & nine sub-localities Ageing population. Growth in over 65s, average 28% for Mid Essex, 50% Maldon Increasing prevalence of LTC and frailty. Number of people with dementia expected to double by 2030 				<ul style="list-style-type: none"> Financial delivery - £25m QIPP challenge 2013/14 The increasing mortality gap between the most & least deprived areas in Mid Essex Providers: diverse market & multiple providers. Acute hospital Foundation Trust status
Objectives & targets	Strategic priorities 2013-14		Local priority measures		National priority measures
	<ul style="list-style-type: none"> Transformation including integration Practice engagement Public confidence Improving quality and outcomes for all Meeting the financial challenge through responsible use of resources 		<ul style="list-style-type: none"> Improve the percentage of people registered with diabetes who receive the nine key processes of diabetes care Reduce the number of delayed transfers of care in the acute setting Reduce the number of 999 calls from Care Homes (to aid reduction in A&E and admissions) 		<ul style="list-style-type: none"> Eliminating 52 week wait Better ambulance turnaround time Reducing cancellations Rollout of access to psychological therapies (IAPT)
					Health & wellbeing strategy priorities
Programme boards: key areas of trans-formational change	Unplanned care (Frailty & Urgent care)		Planned care (Long term conditions)		Mental Health
	<ul style="list-style-type: none"> Hospital flow: Ambulatory care, A&E triage, integrated discharge Primary care management of UC: Nursing homes (high impact & sustainable models of care), Primary Care Foundation Community management: Frailty pathway, rapid response, rapid assessment unit (RAU) 		<ul style="list-style-type: none"> Demand management / Central Referral Service Long term conditions work End of life / integrated care GP demand management / QP+ Pathway redesign / tier II expansion Musculoskeletal pathway redesign Better Prescribing 		<ul style="list-style-type: none"> Primary Care Management Implementation of Sandwell model (RAID) Implementation of the mental health accommodation strategy Review of older adults' community mental health teams
					Children's
Underpin - ning principles	Tackling health inequalities		Transforming services		Ensuring interventions are evidence based
	Ensuring safety & quality of services		Empowering communities		Engaging our public and diverse groups and communities

Draft Terms of Reference for the Proposed Braintree District Health & Wellbeing Panel

Vision

The Braintree District Health and Wellbeing Panel will be the strategic partnership for the co-ordination, communication and commissioning of health improvement and wellbeing services for the local population.

Aims

- To improve and protect the health and wellbeing of all residents of the Braintree District
- To reduce health inequalities within the Braintree District
- Support people to adopt a healthy lifestyle and protecting them from threats to their health and wellbeing
- To foster effective partnership working with the MECCG.

Objectives

- To work effectively with the Essex Health and Wellbeing Board and provide a local delivery mechanism
- To provide leadership for health and wellbeing in the District
- Raise the profile of health and wellbeing and act as the voice of health and wellbeing in the District
- To deliver a real and sustained difference in the current public health issues affecting the District
- Widen access to opportunities for residents to improved health and wellbeing
- Develop health and wellbeing related policies to be adopted by local stakeholders
- To review the priorities for health improvement in the District on an annual basis
- Bring together key partners to deliver a partnership approach to funding, activity co-ordination and delivery for all in the community
- Identify issues and barriers to target groups accessing and participating in new opportunities and activities and work towards achieving possible solutions
- To monitor progress in implementing the action plan and report quarterly to the Joint Locality Board.

Key Outcomes

- Reducing health inequalities
- Reducing the number of obese adults
- Increasing adult participation in exercise
- Reducing the level of hip fractures in the over 65s
- Reducing the levels of smoking prevalence

Other key outcomes affecting the health and wellbeing of road traffic accidents and educational attainment will be achieved through other mechanisms.

Membership

The panel shall have the following representatives on it. Each member will need to have the authority to speak on behalf of their organisation and commit resources if required (empowered within set parameters).

Braintree District Council – Cllr. Jo Beavis, Cabinet Member with responsibility for Health

Essex County Council – Cabinet Member (we do not have a name currently)

Braintree District Council – Andy Wright, Corporate Director

Essex County Council – Graham Seward, Public Health Specialist

Greenfields Community Housing Ltd – Sandra Crosby, Housing Director

MECCG – Clare Steward, Deputy Accountable Officer/Director of Strategy and Primary Care

ECC Interim Commissioner ASC Mental Health - Martin Wintle

Other officers will be invited as required on specific issues. It is the responsibility of all members of the panel to ensure representation at all meetings. In the event of nominated members being unable to attend, a suitable, fully briefed substitute with the authority to represent his/her organisation should attend to ensure continuity of the organisations participation.

Sub-groups or project groups

New working sub groups or project groups may be formed by the Panel to review and deliver specific areas of work or progress agreed actions and projects. Organisations who are not currently members of The Braintree District Health & Wellbeing Panel but who represent key communities or interests and who bring relevant local knowledge and expertise will be invited to join these sub-groups or project groups. All sub-groups or project groups will report back to the main panel meetings.

Meetings

The Braintree District Health & Wellbeing Panel meetings will be held bi-monthly or as frequent as deemed necessary by the majority of panel members. Each meeting will focus (in part) on a particular theme or topic. A programme of themes/topics to be discussed will be produced in advance to ensure that the full range of interests is covered.

Reporting/Accountability

The Panel will report through the Braintree District Locality Board. Each Panel representative will be responsible for reporting directly back to their relevant organisations.

Review

These terms of reference will be reviewed annually or as and when it is felt appropriate.



Building a Prosperous District

Braintree District Economic Development Prospectus 2013/2026

Consultation Draft



Building a Prosperous District

The Prospectus

This Prospectus sets out how we intend to create the conditions for economic growth and deliver a prosperous Braintree District from 2013 to 2026. It is based upon a review of economic data, summarised in a supporting District Economic Profile, which has informed our priorities and Key Performance Indicators. The Prospectus will deliver our Corporate Strategy priority of **Prosperity** – ensuring that our economy grows sustainably. It will be a key component in delivering our Core Strategy – creating the conditions to hit the target of **14,000 new jobs by 2026**.

Our competitive advantage - location

Braintree District has a superb **location** to support business growth and inward investment: lying between the regional growth centres of Chelmsford and Colchester; Cambridge as a global technology research and development centre; and the international transport hubs of Stansted Airport and the Haven Ports. London is 45 minutes away by rail, and the A120 and A12 trunk roads cross the District giving access to the ports, the airport and the M11, and to London and the M25.

This locational advantage is complemented by a high quality natural and historic environment, and a supportive and entrepreneurial business environment, where employment land is competitively priced. The Council and its partners are serious about smoothing the path for investment, and helping businesses establish and grow.

Barriers to growth

The District economy has the potential to be at the forefront of economic recovery regionally and nationally, but there are barriers to growth. The District's **infrastructure** needs improvement – the A120 is only dualled from Stansted to Braintree, and the A12 is above capacity with serious peak hour congestion; the rail connection from Braintree to the East Coast mainline at Witham is single track, limiting the frequency of service. The rural parts of the District in particular lack access to superfast broadband – essential if we are to foster innovative micro businesses and SME's. We have attractive and accessible employment sites but need to support the private sector to develop those sites. We need to build on our foundation of **business support**, stimulating demand through a co-ordinated approach to inward investment. We need to support the growth of businesses with innovation potential. We need to ensure effective **employment support** to make sure our residents have the skills to compete for new jobs. We need to continue **Town Centre and Rural Regeneration** to strengthen the role of our key towns and villages in providing services and the cultural and social heart of the District. We need to create the conditions for effective **delivery**, working with our partners in the private and public sectors.

Our Prospectus Priorities

Our number one economic priority is to strengthen the 'hard' economic **infrastructure** of the District. This will be complemented by supportive 'soft infrastructure' - effective **business and employment support** and **town centre and rural regeneration**.

Priority 1 - Infrastructure



We will secure improvements to the District's strategic employment infrastructure: improve road and rail connectivity; provide superfast broadband across all parts of the District; bring forward strategic employment sites and ensure a range of premises is available for businesses

Road – we will:

- secure improvements to, and dualling of, the A120 between Braintree and the A12 to improve safety reliability and encourage inward investment
- secure slip road improvements on the A12 to reduce peak hour congestion

Rail – we will:

- lobby to secure funding for, and the delivery of, the Braintree rail loop to substantially improve access to London and reduce congestion
- lobby for the extension of the Witham/Braintree rail line to Stansted airport

Employment sites and premises – we will:

- work with owners and developers to bring forward key strategic employment sites:
 - Skyline 2
 - Panfield Lane
- invest in the creation of new small “incubator” business units to encourage new starts up businesses
- ensure that there is a range of grow on space to meet business needs

Broadband – we will:

- work with Essex County Council and BT to secure the earliest availability of universal broadband coverage and fastest available connection speeds to support business needs and the development of e-commerce
- work with Haven Gateway partners to lobby BDUK for broadband infrastructure in support of our growth corridor
- ensure that broadband provision is made in new commercial and industrial development

Priority 2 – Business and Employment Support



Building on our current foundation, we will ensure the availability of a full range of business support, to support start up and growth, including home based businesses and rural and social enterprises. We will attract inward investment through co-ordinated action and target support to businesses with innovation potential. We will work with businesses and providers to help improve educational attainment, support young people into sustainable employment and help all our residents compete for jobs.

Business support – we will:

- work with Ignite and other business organisations to increase levels of business support in order to generate more new business starts and increased growth rates, including social enterprise, home business and rural business support
- support existing businesses through ensuring access to business advice and access to finance
- identify businesses with innovation potential and support collaboration with higher education
- stimulate inward investment, producing an online investment prospectus and working with partners in a co-ordinated approach
- provide targeted business rate relief to stimulate investment and jobs growth
- as a Council, prioritise employment creation and provide business friendly services
- strengthen business engagement through key businesses and business boards

Employment support: we will:

- work with local schools and colleges and Essex County Council on improvements in attainment levels for 16-24 year olds
- broker stronger engagement between businesses, colleges and schools including work experience and curriculum development and delivery
- promote the business case for, and support the take up of, apprenticeships by businesses
- Support links between businesses and higher education to develop knowledge transfer partnerships and support innovation
- Promote apprenticeships and training through procurement

Priority 3 – Town Centre and Rural Regeneration



We will support retailers, service providers and other businesses in our key town to develop an economically sustainable future for those towns as the heart of our community, and support the growth of rural based enterprises.

Regenerating our key towns – we will:

- undertake town centre improvements to deliver increased footfall and enhance commercial vitality
- work with partners including the Town Teams to deliver shop local campaigns and events to attract people into the towns
- support Town Teams to become sustainable partnership models for the future

Rural communities – we will:

- promote the regeneration of village regeneration schemes including at Sible Hedingham (Premdor site) and
- Silver End – (Crittall Works site)
- ensure the provision of business support for rural enterprises and home based businesses
- ensure the provision of flexible working spaces to support the growth of home based businesses and rural enterprises

Delivery

Business led/ partnership delivery

The private sector - making individual business decisions and investments, will deliver jobs and prosperity in the District. We will work closely with: private sector partners through supporting and developing business partnerships; the business support organisation Ignite; and business representative organisations; to ensure that delivery of the Prospectus is business led.

The Council's key role is to champion the opportunities and needs of the district and to create the conditions for growth. We don't have the direct means of delivering all the actions necessary to deliver the prospectus but will work with a wide range of partners including local regional and national public sector bodies, education and training providers, and the local private sector. In particular we will work through the South East Local Enterprise Partnership; Essex County Council; and the Haven Gateway Partnership; exerting significant influence and helping those bodies achieve their strategic objectives

Delivery Plans

The plan below shows short medium and long term delivery for key Prospectus projects:

Priority	Short Term (2013-2015)	Medium Term (2015-2020)	Long Term (2020-2026)
Infrastructure	A120 Feasibility, Funding and design	A120/A12 Junction Improvements	
		A120 Dualling	
	Braintree Rail Loop, lobbying, technical studies, design	Braintree Rail Loop	
	Skyline II Planning	Skyline II	Key Employment Sites
	Ignite Enterprise Units		
	Broadband Campaign	Broadband Roll out	
Business and Employment	Business start up advice, business growth support, Inward Investment support		
	Educational attainment, skills, and employment support		
Town Centre and Rural Regeneration	Braintree Town Centre Regeneration		
		Braintree Victoria Street	
	Halstead Town Centre Regeneration		
		East of High Street Halstead	
	Witham Town Centre Regeneration		
		Newlands Centre Witham	

We will produce an annual delivery plan to measure progress against key performance indicators and our longer term strategic aims.

Key Performance Indicators (KPI's)

Prospectus:	Jobs growth; GVA; economic performance ranking
Infrastructure:	Hectares of employment land developed; Broadband coverage
Business:	Business start-up and survival; GVA; innovation
Employment:	Work place skill and wage levels; apprenticeship numbers
Regeneration:	Retail vacancy rates; footfall

Supporting the Prospectus

This Prospectus gives a high level overview of how we will create the conditions for economic growth and deliver a prosperous Braintree District. A more detailed explanation of each of the Prospectus Priorities, including project delivery details and Key Performance Indicators is to be found in separate accompanying brochures:

- Infrastructure Prospectus
- Business and Employment Support Prospectus
- Town Centre and Rural Regeneration Prospectus

The Prospectus is also supported by the following:

- An up to date District Economic profile
- An Annual Delivery Plan
- An Investment Prospectus to support Inward Investment



For more information visit www.braintree.gov.uk or to contact us:

Braintree District Council
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Fourth Quarter 1st January to 31st March 2013 and Annual Performance Management Report 2012/13



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Section 1: Introduction and Summary






Purpose of the Report

The purpose of the report is to demonstrate the performance of the Council at the end of the fourth quarter and at the end of the year in relation to the publication of 'Our plans for the District 2012/13'. This sets out the key activities and measures used to check our performance for the year and along with the Corporate Strategy 2012-16 sets out the priorities we are working towards. Further detail is given in relation to a set of business performance indicators covering finances, customer focus, our people and health and safety.






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

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

The following table provides updates for the end of the year in relation to the key activities in 'Our plans for the District 2012/13'




Corporate Priorities	Status of projects and actions				
					
Place	5	1	0	0	1
People	7	1	1	0	0
Prosperity	8	2	0	0	0
Performance	4	2	0	0	0
Partnership	5	2	0	0	1
TOTAL	29	8	1	0	2

KEY:

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

Summary of the Performance Indicators position for the end of the year




The following table shows the performance for the end of the year in relation to the quarterly and annually reported Performance Indicators that have targets set as defined in 'Our plans for the District 2012/13'.

Corporate Priorities	Status of indicators			
				Data Only
Place*	2	3	0	0
People*	2	0	1	0
Prosperity	5	0	1	0
Performance	2	4	1	1
TOTAL	11	7	3	1

* One indicator has not been given an end of year status due to the associated project being terminated early.

** One indicator outturn is not yet known as reporting is not due until July 2013.

KEY:

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

Summary Position

The final quarter of the year continues to be very challenging which has impacted on some areas of performance and the end of year outturn position. All underperforming indicators are being monitored and action plans are being developed to mitigate any down turn in performance.

29 of our projects are now complete, eight continue on track, one is experiencing delays and two were cancelled in the year.

The Council has focused over the last year on delivering our valued services and completing an ambitious programme of projects. We have also focused on implementing projects to support businesses and our town centres and these initiatives will continue in the next year.



Our Priorities

- Keep our district clean and tidy
- Protecting our environment
- Provide green space for everyone to enjoy

Project description and comments	Target Date	Status
Improve the appearance and visual impact of the key gateways leading into our towns and villages	May 2013	
The wet weather at some locations has delayed planting by two months. The end date of the project has been amended to reflect this. Planting sites are now marked out ready for planting in May.		
Reduce the number of households in fuel poverty by working with national organisations to reduce energy costs and installing energy saving measures in domestic properties	March 2013	
All work in this area is being progressed through the Essex Energy Partnership enabling many households to make energy efficient improvements.		
Encourage households to produce less waste and recycle more	March 2013	
A further 16,400 households are now included in the food waste recycling service providing almost everyone who lives in the district with the opportunity to recycle their food waste.		
Expand the anti-litter campaign with a focus on litter thrown from cars	March 2013	
In the last year, there have been 233 cases of car litter reported resulting in 80 fixed penalty notices. There will be further targeted campaigns running next year.		
Work with schools and local communities to encourage more people to take pride in their neighbourhoods and to actively get involved in keeping their local areas clean	March 2013	
Over the year, a number of schools and communities have taken part in litter picks and litter competitions to raise awareness. Tabor Academy is currently running an inter-house competition to reduce litter.		
Work with Southview school and the local community to provide a community orchard and allotments	April 2013	
The project will not be delivered this year. The school will again be looking at fundraising and we will continue to provide support where required.		
Complete the Halstead River Walk pathway	March 2013	
The Halstead river walk was completed in February providing a much improved green transport route.		



Our Priorities

- Support vulnerable people in our community
- Promote safe and healthy living
- Encourage flourishing communities

Project description and comments	Target Date	Status
Increase our support to vulnerable people to enable them to stay in their own homes	March 2013	
In 2012/13 95 disabled facility grants have been approved totalling £500,000. The current waiting list has reduced by 40% since the start of the year.		
Develop the Community Transport Service further by increasing passenger numbers and journeys, with a focus on vulnerable people living in the most isolated areas	March 2013	
Profiling helped identify groups of vulnerable and isolated people who could benefit from the Community Transport scheme. In 2012/13 there were a total of 59,777 passenger journeys which is a 4% increase on the number of passenger journeys in 2011/12.		
Work in partnership with other agencies to tackle 'rogue traders' who prey on vulnerable people	March 2013	
Information pack developed to give to vulnerable residents at risk of "doorstep" rogue traders. BDC Staff have worked with Essex County Council Trading Standards and have been trained in the use of a shared database to report doorstep incidents.		
Improve three play areas across the district providing new equipment and fencing to Bramble Road Witham, Fisher Field Braintree and Riverside Braintree	March 2013	
All play areas have been installed with new play equipment and safety surfacing providing a better play experience for local children.		
Create a skate park in Silver End	March 2013	
The skate bowl at Silver End was formally opened in October.		
Install play equipment at Witham Town park	April 2012	
New play equipment has now been installed for a wide range of ages and abilities as well as for those with disabilities which has much improved this important town centre park.		
Continue to build Witham Leisure Centre	August 2014	
Section 77 secretary of state consent has been received. Further detailed design meetings have been held with the Contractor. Works due to start on site end April/ early May 2013.		
Complete John Ray Park cycleway	October 2013	
This project has been delayed due to the original scope needing to be changed to accommodate a redesigned footbridge to link the cycle path.		
Support and Monitor the projects selected for Mi Community funding	March 2013	
In total 20 local community groups have benefitted from Mi Community funding over the past two years. All projects will continue to be monitored and support provided where necessary.		



building
a prosperous district
prosperity



Our Priorities

- Boost employment skills and support business
- Promote and improving our town centres
- Securing appropriate infrastructure and housing growth






Project description and comments	Target Date	Status
Organise events to provide local support to NEETs		
In partnership with Groundwork and Greenfields, the Council will be launching a pre-apprenticeship project called 'The Green Team' in April providing a 16-week voluntary employment training scheme for ten young people providing them with an opportunity to gain a nationally recognised qualification and improve employment prospects.	March 2013	✓
Provide further places on the modern apprentice scheme		
Eight new apprentices started in various departments across the Council in November 2012. Three apprentices progressed onto a Level 3 qualification and one apprentice started a public/private joint working arrangement. Two apprentices have successfully secured employment with the Council.	March 2013	✓
Establish Town Centre improvement Design for Braintree and Witham		
A set of workshops with members and key groups have commenced to look at the potential for the Town Centres. They will be proposing a list of key projects and the economic impact of these projects	June 2013	▶
Complete improvements to Sandpit Lane and start work on St Michael's Fountain		
Investigative works and a report have been carried out on St Michael's Fountain and landscaping improvements have started in Sandpit Lane. Main work packages for the projects start in August 2013.	October 2013	▶
Introduce initiatives to assist businesses in the Town Centres		
8,000 indi cards have been distributed and various events held in the towns for Christmas, Easter and the launch of the Portas Pilot. Successfully carried out the "loving your high street" awards; window dressing workshops; issued a Christmas gift guide and set up a pop up shop in Braintree Town Centre assisting new businesses. Existing businesses have taken advantage of the cheaper advertising rates in George Yard car park.	March 2013	✓
Work in partnership with the developer on the land behind the Town Hall		
A development agreement has been exchanged with Henry Boot Developments Ltd in June 2012 who are working on securing pre-lets for the scheme before submitting a planning application to move the scheme forward.	March 2013	✓
Work in partnership with owners of the Newlands Centre		
The new owners, New River Retail have carried out a light refurbishment including improvement works to the roof and two empty units. The new owners are keen to regenerate the centre and are trying to identify a tenant to anchor a redevelopment scheme.	March 2013	✓
Spring clean the Town centres		
A deep clean of all pavements in Halstead, Witham and Braintree Town Centres took place in April. The street furniture has been reviewed and a maintenance programme set up to replace furniture and bins.	March 2013	✓


Provide 50 affordable homes across the District	March 2013	
71 affordable homes have been provided across the District in 2012/13.		
Bring 55 empty homes back in to use	March 2013	
A total of 74 empty homes have been brought back in to use in 2012/13. The Empty Home Rescue scheme was successfully launched with Colne Housing in September 2012 and there are currently 8 properties being considered. Work around the Empty Homes rescue will continue into next year.		



Our Priorities

- Provide value for money
- Deliver excellent customer service
- Improving our services through innovation

Project description and comments	Target Date	Status
Achieve the Customer Service Excellence Standard for our key services	September 2013	
The Housing Services team and Operations successfully achieved the standard in 2012/13 with both service areas achieving elements of compliance plus. Environmental Services have completed their pre-assessment with 16 partially compliant areas which they are now working on with a view to full assessment being carried out in summer 2013. Two other front line services are currently working towards achieving the standard.		
Ensure our services continue to be fit for purpose and offer value for money by undertaking a programme of Efficiency Reviews	March 2015	
Reviews have been carried out on a number of services this year. These reviews have been reported through to the Business Efficiency Review Board and the recommendations are being implemented by services to reduce costs, improve performance and improve customer satisfaction. The programme of reviews has been set for 2013/14.		
Assess and understand the implications of the Governments proposed Business Rates Retention scheme	December 2012	
A report on the principles of the proposed scheme was presented to Cabinet in December. This will now be incorporated into the budget and council tax setting for 2013/14		
Localisation of the Council Tax Benefit scheme	December 2012	
Full Council agreed the proposed scheme on the 10 th December 2012. A guide to the scheme will be published to highlight the changes.		
Implement the new leisure contract to deliver a customer focused, accessible and cost effective leisure service	September 2012	
The management of the leisure centres across the district has been successfully transferred to the new contractor Fusion Lifestyle. Fusion will be investing in new fitness equipment and aims to create more opportunities to get more people active and enjoying sport and exercise.		

Increase customer satisfaction with business and citizens using regulatory services	March 2013	
Satisfaction has been recorded at 93% which puts the council in the upper quartile of local authorities.		



The majority of our services and improvements are provided in partnership with others, whether it is with community groups, voluntary organisations, public sector or private sector organisations.

Project description and comments	Target Date	Status
Lobby for A120 improvements and a Braintree rail loop through the South East Local Enterprise Partnership	March 2013	
Lobbying has successfully led to a Ministerial visit on the A120 and Haven Gateway Partnership making the A120 its top priority. The rail loop has been included in the Eastern Rail Capacity Survey as a priority project.		
Work with local doctors and other health partners to develop and improve local health services	March 2013	
Good progress was made during the quarter with the Braintree Joint Locality Board supporting the creation of a Health and Wellbeing Panel for the District. A report to Cabinet is planned for July 2013 to support the Mid-Essex Clinical Commissioning Group Integrated Plan 2013-16 and the creation of the Health and Wellbeing Panel.		
Work with our partners to deliver better outcomes for residents through the county wide Community Budget programme and a neighbourhood budget pilot in Witham	March 2014	
Research and analysis has been undertaken to provide a more detailed profile of Witham, and of skills and worklessness issues. A workshop was held in February attended by representatives from 20 organisations working in Witham to help local people back into employment. Work is also underway to utilise elements of the Skills for Growth and Strengthening Communities initiatives within Witham.		
Work with our community safety partners and the new Police and Crime Commissioner to make our district safer	March 2013	
Established and still developing positive links with the Essex Police and Crime Commissioner and influencing approaches to addressing community safety. Braintree District has achieved a reduction in crime by 1.8% and 13.6% on anti-social behaviour. In addition, Braintree District is to become one of the two pilots on domestic abuse in the county in 2013/14.		
Work with water companies and the Environment Agency to increase resilience to drought by promoting efficient use of water across the district	March 2013	
This project was closed early as high levels of rainfall were experienced and therefore no benefits would be realised in progressing the project.		

Work in partnership with businesses across the district to create economic growth and new jobs	March 2013	
Ignite Business Enterprise was launched as a new company as a result of the merger of Business Development Services and Braintree Acorn Enterprise Units. Funding for an expansion to the Springwood Drive Centre has been approved which will provide 12 further business units and a training facility (this is subject to a new project in 2013/14).		
Work in partnership with retailers and town centre stakeholders to attract new businesses to our towns and increase footfall	March 2013	
Easter events held to increase footfall into the towns. The first pop up shop opened in Braintree town centre in March and is occupied by Tynska designs who are selling gem stone jewellery. The indi card continues to be a success with over 8,000 card distributed and more offers being added on a weekly basis. Further initiatives will be introduced next year to continue to attract new businesses to our towns and increase footfall.		
Response to Localism Act and Localism Framework	March 2014	
A Localism Board has been established to approve and monitor the programme of works on localism covering community right to bid, community right to challenge, community engagement and neighbourhood planning. All the requirements of the Community Rights programme have been successfully implemented.		

Section 3: Managing the Business

Our Performance Indicators in Detail

Performance Indicator	2012/13								Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Status at the end of the Quarter	Yearly outturn	Yearly target	Status at the end of the year	
Place									
Percentage of land that falls below cleanliness standards for litter	n/a	3%	3%	3%	✔	3%	9%	✔	
Percentage of household waste sent for reuse, recycling and composting	60.20%	60.82%	53.44%	50.46%	✖	56.65%	58.00%	⚠	Q4 figure has missed target due to reduction in green waste recycling caused by the prolonged wet and cold period. At the end of the year we are 3 rd best in the County for recycling performance.
Percentage of fly tips cleared within 24 hours of being reported	98.8%	98.45%	100%	100%	✔	99.33%	100%	⚠	Represents 741 out of 746 fly tips cleared within target
Public Satisfaction with parks and open spaces	n/a	81%	n/a	82%	⚠	81.5%	85%	⚠	Levels of litter in some parks and open spaces continue to cause some public dissatisfaction, Increased monitoring is taking place and operational teams will litter pick as required.
The number of households supported by installing energy saving measures	Annually reported indicator					210	150	✔	
The number of households and business assisted to install water efficiency measures	Annually reported indicator					368	500	N/A	This target was set during a drought but significant rainfall followed and associated actions terminated early and therefore the indicator was no longer relevant to measure the outcome associated with the project.
People									
Number of customers using our leisure centres	264,864	192,172	183,827	217,107	✖	857,970	970,000	✖	Fusion have made a very positive start to the contract and it is encouraging to see an increase in participation from Q3 into Q4. This is in line with Fusion Lifestyle’s projections for this period. The effects of a more robust measuring tool which Fusion have adopted are being seen in the overall picture for the 2012-13 year. A revised baseline will be used to monitor participation in 2013/14.
Number of passenger journeys on the Community Transport Scheme	15,624	14,658	15,680	13,815	⚠	59,777	58,000	✔	Overall the performance for the year shows a 4% increase. The drop in numbers for Q4 was due to the poor weather.
Percentage of Mi Community projects successfully completed	Annually reported indicator					TBC	100%	TBC	Round 1 projects are not due to report until July 2013 therefore completion rate not yet available.

Performance Indicator	2012/13								Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Status at the end of the Quarter	Yearly outturn	Yearly target	Status at the end of the year	
Number of prosecutions against 'rogue trading'	5	4	3	2	✓	14	10	✓	
Prosperity									
Number of empty homes in the district returned to use	20	20	15	19	✓	74	55	✓	
Number of affordable homes delivered	16	20	19	16	✓	71	50	✓	
Number of young people assisted into education, employment or training through council and partnership schemes	Annually reported indicator					233	75	✓	During the year the Council funded a NEET event and has worked with the National Apprenticeship Service, Essex County Council and Braintree College. The District Council has delivered 14 apprenticeships within the Council.
Percentage of empty shops in the district	Annually reported indicator					10%	8%	⬮	The Retail Study Update identified that within the three town centres of Braintree, Witham and Halstead there were 53 vacant units which equated to an overall vacancy rate of 10.2%, which is below the national average of 13.7%
Number of new business start-ups in the district	Annually reported Indicator					137	120	✓	Working in partnership with Ignite Business Enterprise 137 new business start-ups have been created during the year.
Number of people using Council owned (district and town councils) car parks in Braintree, Witham and Halstead town centres	169,319	171,971	192,893	160,914	✓	695,097	630,000	✓	Figures for Q1 and Q3 have been revised following updates of data related to Halstead Car Parks.
Performance									
Percentage of enquiries resolved at first point of contact within the Customer Service Centre **	87.68%	82.05%	82.25%	82.60%	⚠	83.98%	85%	⚠	Significant number of complex calls required specialist knowledge. Currently working with departments to see where CSC can deal with queries more fully.
Time taken to process housing benefit/council tax benefit new claims	17.46 days	17.88 days	18.37 days	19.61 days	⬮	18.33 days	18 days	⚠	The performance target for the year was narrowly missed due to the outturn in Q4 being 19.61 days. A number of factors contributed to the Q4 performance including an increasing caseload, delays in receiving evidence requested from claimants to support their claim and delays in processing this information when received. The latter delay was due to a staff vacancy (January to March) and staff assisting with an increased volume of phone calls in March regarding the new Local Council Tax Support scheme. Action taken: the vacancy was filled in

Performance Indicator	2012/13								Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Status at the end of the Quarter	Yearly outturn	Yearly target	Status at the end of the year	
									April and the letter to claimants requesting them to supply evidence has been amended to ask for this within fourteen days (previously thirty days).
Time taken to process housing benefit/council tax benefit change of circumstances	5.54 days	6.31 days	5.91 days	5.90 days		5.91 days	6 days		
Percentage of minor planning applications processed within 8 weeks	70.45%	76.06%	68.24%	58.57%		68.47%	77%		With an increased number of large complex major applications in the latter part of the year a management decision was taken to focus Planning Officers' time on processing major applications. This resulted in a reduced number of minor applications being processed with the 8 week period.
Number of stage 2 complaints received	11	6	3	7	Data Only	27	n/a	Data Only	
Percentage of stage 1 complaints responded to within 7 working days	95.4%	94%	95.8%	93.7%		94.8%	90%		
Overall customer satisfaction with the way Braintree District Council runs things	n/a	91%	n/a	86%		88.5%	89%		Although we have missed our ambitious target by 0.5% the satisfaction score is approx. 19% above the national average for councils.
Percentage of residents who agree that Braintree District Council provides value for money	n/a	62%	n/a	65%		63.5%	67%		Although the target is just missed, the level is still higher than national average levels for councils, which currently sits at 50%. The potential reason for below target outturn may be because we did not send out the 'how your money is spent' booklet information with council tax bills this year, placing it online instead.

** The way this indicator has been calculated has been subject to change following a data quality review. Quarterly outturns are based on raw data for the quarter, rather than an average of the monthly outturns. This has resulted in minor changes to previously published data.

Customer Services & Views

The following is a selection of our customer service performance measures:

Customer Service: Indicators of Performance						
	Q1	Q2	Q3	Q4	End of Year	Target
Average telephone response time in the Customer Service Centre	16 seconds	13 seconds	8 seconds	12 seconds	13 seconds	15 seconds
Number of transactions carried out via the Council website	23,845	23,834	21,111	22,718	91,508	85,000
Number of unique visitors to the Council website	104,678	91,852	96,012	101,611	394,153	400,000
Percentage of avoidable contacts	n/a	14.7%	n/a	12.06%	13.44%	n/a

Customer satisfaction surveys – 2012/13

We continually seek to keep track of how our residents feel about us and the services we provide. In the past, the Governments national surveys such as the 'Place Survey' and the 'BVPI Survey' were used to monitor residents' satisfaction with Councils. Although these surveys are no longer compulsory, for us this information is still a high priority. Therefore we have introduced our own on-going satisfaction survey to gather feedback and comments from our customers. In February this year, Essex County Council consulted with residents via their Tracker Survey and we have included these results below.

During the year (between June 2012 and March 2013), 1,457 customers completed our survey and the Essex County Council Tracker Survey. The results are as follows:

- ✓ 93% of residents are satisfied with the local area as a place to live [2011/12: 92%]
- ✓ 88.5% of residents are satisfied with the way Braintree District Council runs things [2011/12: 89%]
- ✓ 63.5% of residents agree that Braintree District Council provides value for money [2011/12: 63%]
- ✓ 78% of residents feel informed about the services and benefits available from Braintree District Council [2011/12: 78%]

The following results are regarding main services provided or supported by Braintree District Council

- ✓ 81% of residents are satisfied with the way public land is cleared of litter and refuse [2011/12: 87%]
- ✓ 90.5% of residents are satisfied with their waste collection service [2011/12: 90%]
- ✓ 81.5% of residents are satisfied with parks and open spaces [2011/12: 86%]
- ✓ 65.5% of residents are satisfied with the sports and leisure facilities [2011/12: 65%]
- ✓ 80.5% of residents are satisfied with council tax collection [2011/12: 92%]
- ✓ 70% of residents are satisfied with planning services for applications and decisions [2011/12: 70%]

Further consultations will take place through 2013-14 and the results will be reviewed and published every six months.

Complaints

The quarterly complaints analysis for 2012/13 is detailed below. This is compared with 2011/12 figures shown in brackets.

Complaint Category	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	TOTAL
Justified	89 (85)	84 (117)	115 (60)	60 (52)	348 (314)
Not Justified	106 (64)	100 (108)	100 (69)	86 (119)	392 (360)
Partially Justified	13 (16)	27 (16)	10 (14)	7 (16)	57 (62)
Not known	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Total	208 (165)	211 (241)	225 (143)	153 (187)	797 (736)

Comments

The number of complaints received in 2012/13 has increased compared to last year. This is due to the high number of complaints received relating to missed waste collections due to the roll out of the food waste collection service to the remainder of the District at the end of September whilst crews familiarised themselves with the new routes and collection points.

A summary of Local Government Ombudsman cases:

In the fourth quarter of 2012/13 two new LGO complaints were received by the Council. Both relate to Environmental Services (one fly tipping the other Licensing (taxi)). The Council has already received the LGO's final decision in respect of the Licensing complaint and is included in the information below.

The Council received the final decisions in respect of 7 LGO complaints

Not to pursue investigation - 3

Investigation Discontinued - 2

Investigation completed - 2

Of those investigations completed – in only one case there was some finding of fault by the Council in terms of the way the complaint was handled, but the LGO found that it did not cause enough injustice to require a remedy from the LGO.

Our Organisation

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 12/13	Q2 12/13	Q3 12/13	Q4 12/13	Change on previous period	Yearly Target
Total headcount	466	468	472	466	- 6	-
Total number of posts	480	476	482	475	- 7	
Number of temporary staff	29	32	38	39	+ 1	-
Total staff FTE	448.58	433.39	430.22	424.44	- 5.78	-
Permanent staff FTE	378.51	375.83	394.05	388.16	- 5.89	-
Temporary staff FTE	29.29	28.92	36.17	36.28	+ 0.11	-
Level of employee turnover	1.68%	3%	3.18%	2.36%	- 0.82	-
Number of vacant posts	6	5	15	15	0	-
Number of vacancies (FTE)	6	4.5	14.45	14.7	+ 0.25	-
Number of temporary leavers	1	6	6	2	- 4	-
Number of permanent leavers	9	16	9	9	0	-
Number of starters	8	13	14	5	- 9	-
Working days lost to sickness per employee	1.27 days	1.69 days	1.65 days	1.68 days	+0.03 days	8.0 days
Number of learning days	765.50	784	812	713.38	- 98.62	-
Average learning days per employee	1.64	1.67	1.72	1.89	+0.17	≥3.5 days
Number of apprentices	8	6	12	12	0	-

Year on Year Headcount Analysis	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
	586	567	541	503	485	466

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 and making the workplace safer for staff and our customers.

Health & Safety: Indicators of Performance	Q1	Q2	Q3	Q4	
	(2011/12 figure in brackets)				
Total number of reported accidents/ incidents, calculated from:	21 (7)	17 (11)	8 (13)	12 (22)	
<i>a. Accidents/ incidents to employees</i>	17 (7)	13 (9)	7 (12)	9 (19)	
<i>b. Accidents/ incidents to contractors</i>	2 (0)	1 (1)	0 (0)	3 (2)	
<i>c. Accidents/ incidents to non-employees</i>	2 (0)	3 (1)	1 (1)	0 (1)	
Time lost in days due to employee accidents/ incidents	39 (3)	7 (8)	4 (12)	6 (50)	
Number of reported verbal/ physical incidents to employees	1 (1)	3 (0)	0 (1)	0 (0)	
Number of near miss incidents	1 (2)	0 (0)	0 (1)	0 (2)	
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	3 (0)	2 (1)	2 (1)	1 (3)	
Number of claims settled	0 (0)	0 (0)	0 (0)	0 (0)	

Managing our Business Key Performance Indicators: Financial Performance

Summary:

The final spend for the year is £15.271million compared to the budget of £16.159million, giving an overall positive variance of £887,609, or -5% against budget. The overall variance is a combination of under-spends against expenditure budgets of £449,538, and a net over-achievement of income of £438,071. This compares to a projected variance at the third quarter review of a positive variance of £884,000 and the provisional outturn reported to Cabinet in May was a predicted positive variance of £865,900.

The Cabinet in May approved requests to carry forward unspent budgets, totalling £218,060, in 2012/13 to 2013/14.

A significant proportion of the positive variance for the year was planned and was primarily attributable to the re-letting of the leisure management and ICT contracts and an increase in the price received from the sale of recyclates. These savings/additional income were taken into account in agreeing the Medium-Term Financial Strategy 2013/14 to 2016/17.

There is a net increase on the General Fund balance for the year of £313,818, giving a total at the year-end of £7.704 million.

Service Issues:

The main service issues that are contained within the financial outturn are:

Expenditure variances

- **Salaries** – across all services there is a salary under-spend of £277,000. An overall corporate efficiency target was set at £416,350 for the year which includes £337,960 that would normally be met through staff turnover and a further £78,390 targeted at savings generated from service reviews. The final net position is therefore a shortfall against these targets for the year of £139,000.

Business Plan – Salary Budgets	Original Controllable Budget £'000	Updated Controllable Budget £'000	Projected Full Year Spend £'000	Variance Adverse/ (Favourable) £'000	Variance %
Business Solutions	746	758	754	(4)	-1%
Community Services	830	861	817	(44)	-5%
Corporate Management Plan	1,079	1,046	1,001	(45)	-4%
Environment	1,594	1,555	1,532	(23)	-1%
Financial Services	2,259	2,253	2,178	(75)	-3%
Housing Services	591	592	598	6	1%
Operations	4,334	4,357	4,309	(48)	-1%
People & Democracy	905	871	839	(32)	-4%
Sustainable Development	1,691	1,686	1,674	(12)	-1%
Service Total	14,029	13,979	13,702	(277)	-2%
Efficiency target and profiled savings	(416)	(416)	-	416	-
Net Total	13,613	13,563	13,702	139	1%

- **Leisure Management** – The award of a new leisure management contract commencing from 1 September 2012 led to a significant reduction in the cost of operating the Council’s leisure facilities. This includes achieving a guaranteed return from investment to be made by the Council on creating new and improved health and fitness facilities. After making allowance for certain one-off costs the net saving against budget was £425,000 in the year.
- **ICT Contract** – The Medium Term Financial Strategy provided for savings following the joint procurement for ICT services which resulted in the appointment of Capita. The amount of the savings to be achieved was subject to “due diligence” the completion of which has resulted in additional savings in the current year of £92,000. Future year budgets have allowed for the on-going savings achieved on the contract. A one-off in-year saving of £31,000 made against the contract variation budget has been requested to be carried forward to fund improvements to IT facilities for supporting remote working.
- **Corporate overheads** – savings of £71,500 were achieved across a number of corporate budget heads including: external audit fees, bank charges and income collection costs, telephony costs, and insurance premia, which were in excess of the planned reductions that had already been allowed in the original budget.
- **Economic Development** – An overall under-spend on the service of £84,000; this includes a budget provided for a range of projects that were delayed due to staff vacancies. Part of the under-spend has been agreed to be carried forward to provide administrative support to the newly expanded Economic Development team, which with the agreed increased staffing resources available will deliver against the project budget: developing initiatives for addressing youth unemployment and training, engagement with businesses, and broadband development across the district.
- **Housing services** - the cost of dealing with homelessness and other temporary accommodation needs was less than budget by £59,000 – the service is demand led and therefore it is difficult to predict the level and nature of involvement required. A reserve of £30,000 has been set aside to meet the future costs anticipated from the transfer of Craig House, the cost of relocating the tenants from Trinity House and the decommissioning costs prior to the disposal of Trinity House.
- **Local taxation & benefit fraud administration** – The outturn reflects an under-spend of £34,000 on debt recovery, legal and court costs relating to collection of local tax and benefit fraud overpayments, and additional income from administrative penalties (£8,000). The carry forward requests agreed included £10,000 to provide for additional costs in 2013/14 relating to benefit fraud prosecutions referred to the Crown Court, the cost of which is generally higher than normal.
- **Concessionary Fares** – a one-off reduction of £24,000 against the cost of taxi-tokens following the final financial reconciliation of the scheme which ceased during 2011/12.

Income positive variances

Additional income above budget was received in the following areas:

- **Refuse & recycling** – An over-achievement of income from the sale of recycling materials of £173,000. At the time of setting the budget for 2012/13 the Council was negotiating the contract for sale of recycling materials and allowed a minimum £35 per tonne, however, currently around £50 per tonne is being achieved. This additional income has now been reflected in the base budget for 2013/14. Under the Inter-Authority Agreement (IAA) on Waste with Essex County Council the Council is rewarded financially for achieving improved recycling performance. The original recycling target under the IAA was 45% against which the Council has been improving performance – due in part to the food waste service – with a rate for the year of 56.65% resulting in reward grant of £113,000, or £21,000 more than the budget provision. Additional income totalling £76,000 has been achieved from recycling credits, trade waste charges, and other income. Part of the additional income (£90,000) has been earmarked for feasibility work on the redesign of the service and to increase recycling and street cleansing activities.
- **Development Control** – An over-achievement of £55,000 of fee income from a combination of an increase in statutory fees by 15% from November and increased number of major retail applications. Fee income was £567,000, compared to the budget of £512,000 (reduced from a base budget of £632,000). In 2011/12 the outturn fee income was £479,000. However, this higher application fee income is offset by a small reduction in other income (£10,000) and an over-spend of £52,000, mainly due to higher planning appeal/ inquiry costs. From the over-achieved income a sum of £34,000 has been carried forward to part fund a two-year fixed term Planning Officer post to support the service in dealing with major retail applications.
- **Community Transport** – the expanded community transport service providing shopper buses and hospital hopper services resulted in an over-achievement of income of £33,000. The service has also continued to administer the concessionary fare scheme on behalf of Essex County Council for an additional six-months resulting in extra unbudgeted income of £12,000.
- **Commercial & Other Property Portfolio** – income from the Council's commercial & other property is higher than budgeted by a total of £113,000, due to a lower level of void periods within the commercial portfolio of industrial units (£51,000); additional rent due to backdated reviews (total of £94,000), Section 106 planning agreements monitoring fees and other property related legal work (£17,000), offset by costs incurred across a range of property reviews (£38,000).

Income negative variances

Although some service areas are experiencing increased income there are still a number of services where a shortfall has occurred:

- **Building control** – The original budget for this service had been reduced by £50,000 to £380,000. However, throughout the year demand for the service remained depressed, with a final level of income of £273,000 being achieved, which is £107,000 lower than the budget and £28,000 less than the previous year. Where possible expenditure has been controlled and staff diverted to assist in processing the high demand experienced from applications for disabled facility grants; this resulted in an under-spend against expenditure budgets of £44,000. A business efficiency review of the service is in progress with a view to addressing the financial challenge for this service.
- **Causeway House** – A net shortfall of £29,000 due to Essex County Council's occupation of Causeway House being later than anticipated at the time of setting the budget. The reduced rental and service charge income (£59,000) is partially offset by a reduction in business rates and general maintenance (£30,000).

- **Town Hall Centre** – letting income achieved for the year was £71,000 which is similar to the previous year, however, this is less than the budget by £31,000. A review of the Centre and its operations and financial performance is on-going.

In addition to the above expenditure and income variances the following items have also been accounted for in the year:

- **Mayland House** – additional net operating costs of £20,000. Holding costs in the year were £120,000, which were offset by £100,000 of rental income accrued in the year following the earlier than anticipated completion of the lease for the single-let of the building.
- **Revenue contribution to capital** – a contribution of £113,000 for financing the additional capital spend on vehicles and containers required for the expansion of the food waste service to a further 16,400 properties. This cost will be recovered in future years from annual contributions from Essex County Council under the Inter-Authority Waste Agreement.
- **Provisions for contingent liabilities** - information was received in the year suggesting that there should be an increase of £125,000 in the provision required for potential refunds of local land charge fees pending resolution of outstanding claims. In addition the Council has been advised that a Scheme of Arrangement set-up following cessation of trading by Municipal Mutual Insurance Limited in 1992 – the Council's insurers at the time – has been triggered and will result in a clawback against settlement of past claims. The maximum clawback is £122,500, but based on the latest information available, a total provision of £76,000 has been set aside.

Breakdown of Spend by Service Area

The following table provides a breakdown of the outturn by business plan service area.

Business Plan	Original Controllable Budget £'000	Updated Controllable Budget £'000	Full year Net Spend £'000	Variance Exp. £'000	Variance Income £'000	Variance Adverse/ (Favourable) £'000	RAG Status
Business Solutions	1,844	1,836	1,645	(182)	(9)	(191)	-10%
Community Services	2,258	2,253	1,649	(595)	(9)	(604)	-27%
Corporate Management Plan	1,280	1,298	1,235	(63)	-	(63)	-5%
Environment	960	958	978	(118)	138	20	2%
Financial Services	1,194	1,193	981	(161)	(51)	(212)	-18%
Housing Services	634	634	572	(22)	(40)	(62)	-10%
Operations	4,097	4,075	3,908	166	(333)	(167)	-4%
People & Democracy	1,652	1,661	1,558	(54)	(49)	(103)	-6%
Sustainable Development	606	538	541	83	(80)	3	1%
Service Total	14,525	14,446	13,067	(946)	(433)	(1,379)	-9%
Corporate Efficiency/ Vacancy Factor	(416)	(416)	-	416	-	416	
Corporate Financing	2,050	2,129	2,204	80	(5)	75	4%
Total	16,159	16,159	15,271	(450)	(438)	(888)	-5%

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

Budget carry forwards

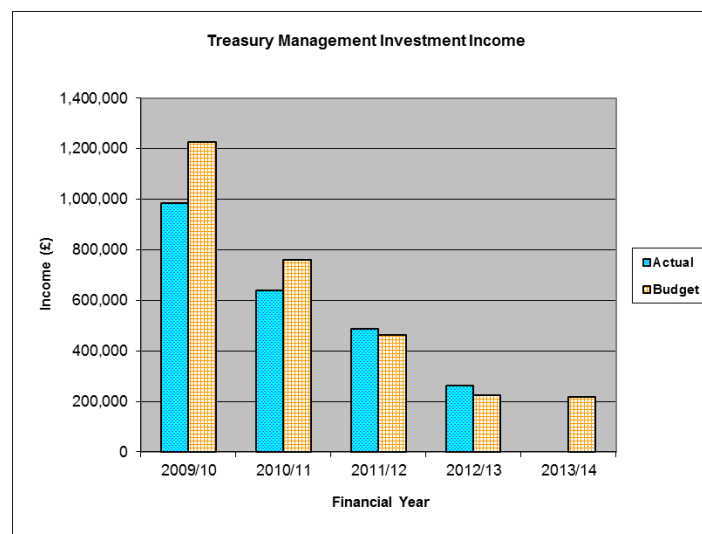
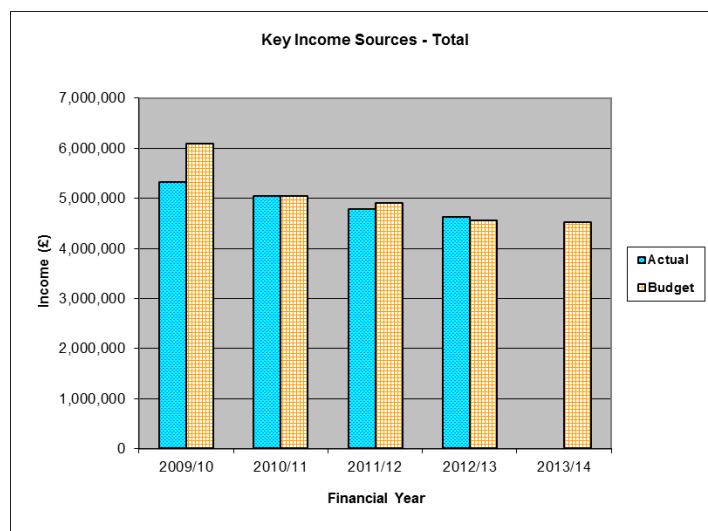
Details of service requests to carry forward £218,060 of the 2012/13 under-spend were agreed by Cabinet on 20 May 2013.

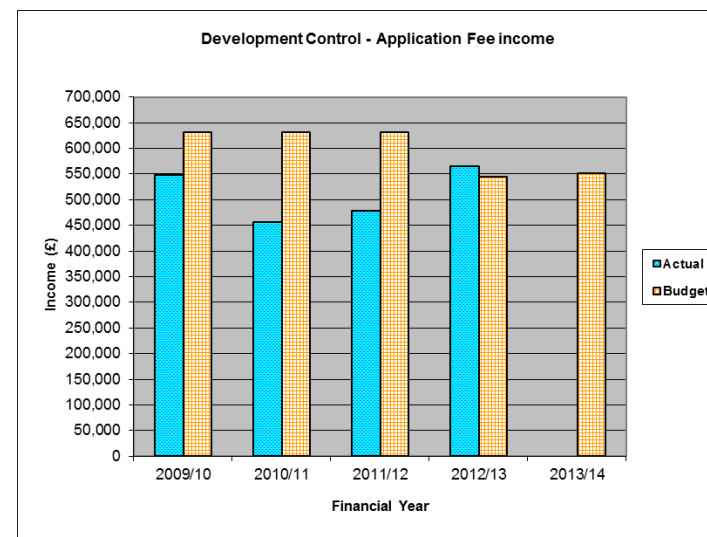
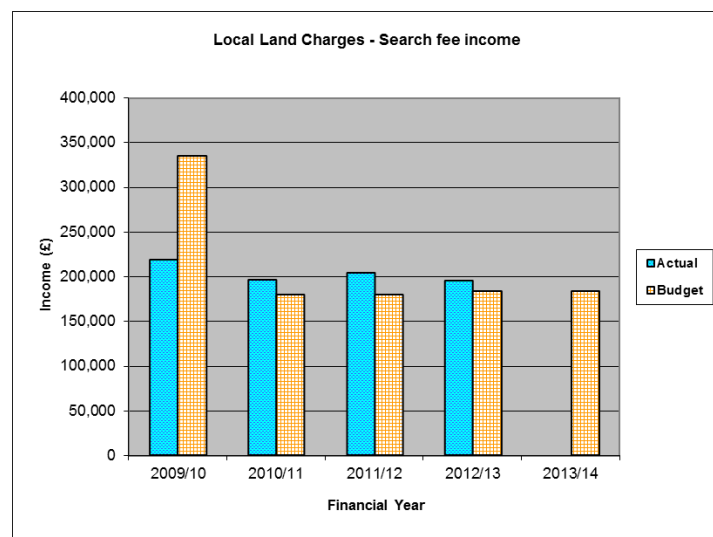
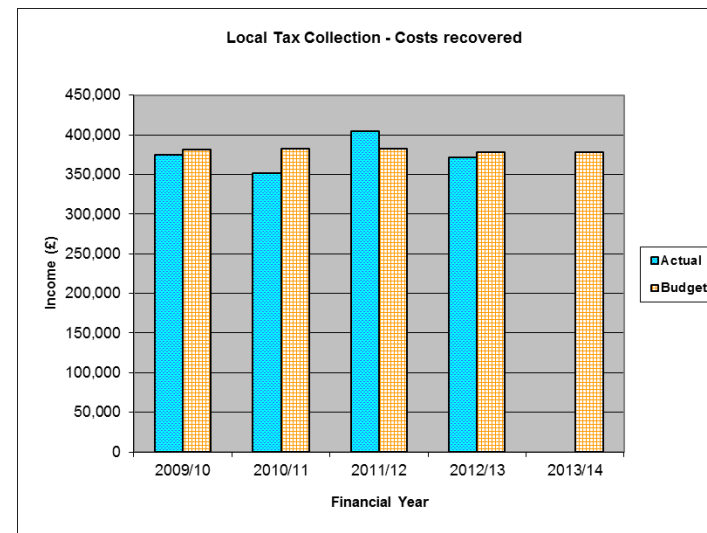
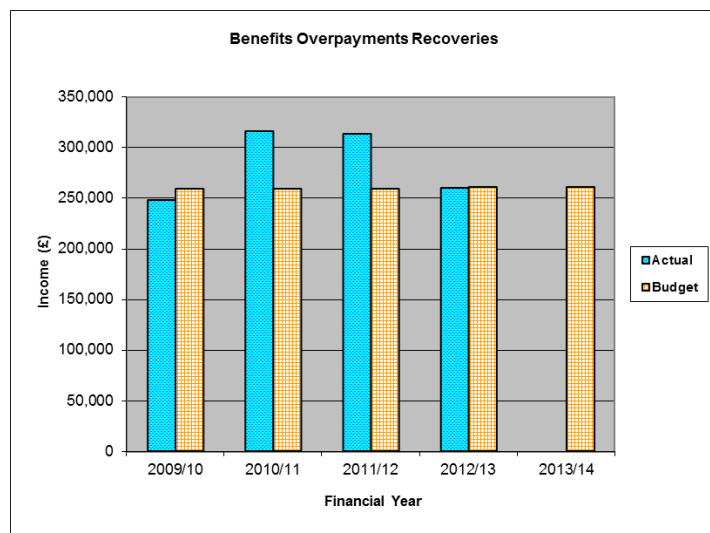
Requests to carry forward two budgets were included in the Finance Report which was agreed by Council on 20 February 2013. The requests were £40,000 for preparation of the Community Infrastructure Levy and £34,000 to employ an additional Planning Officer. These amounts have already been reflected in the outturn position.

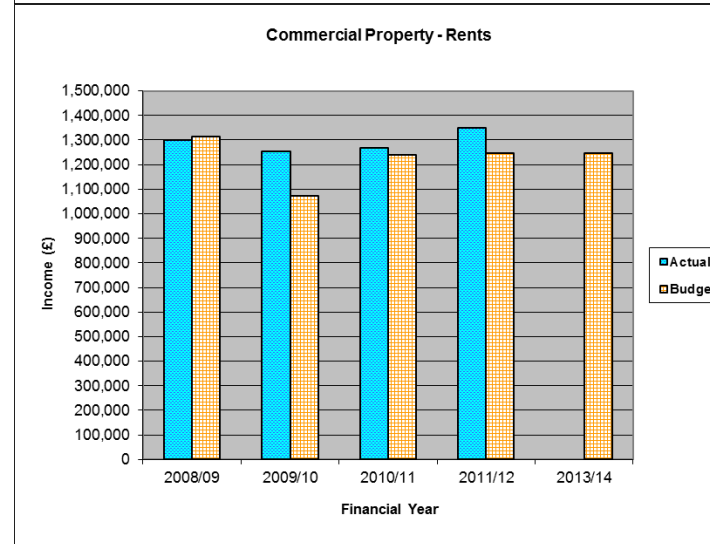
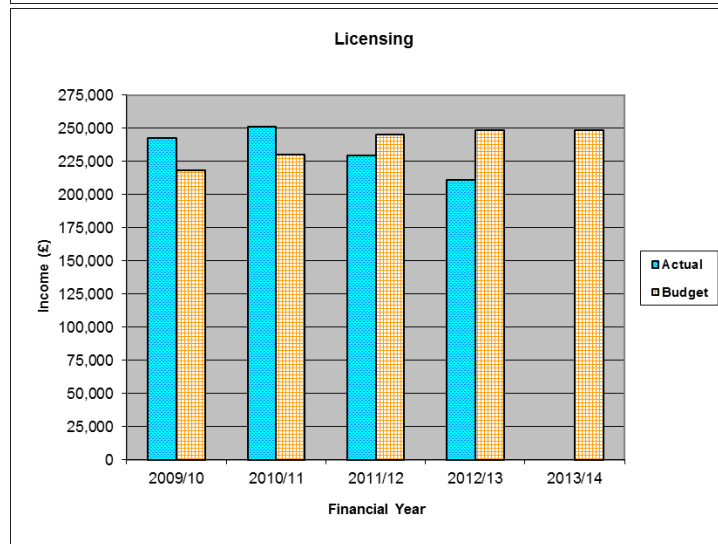
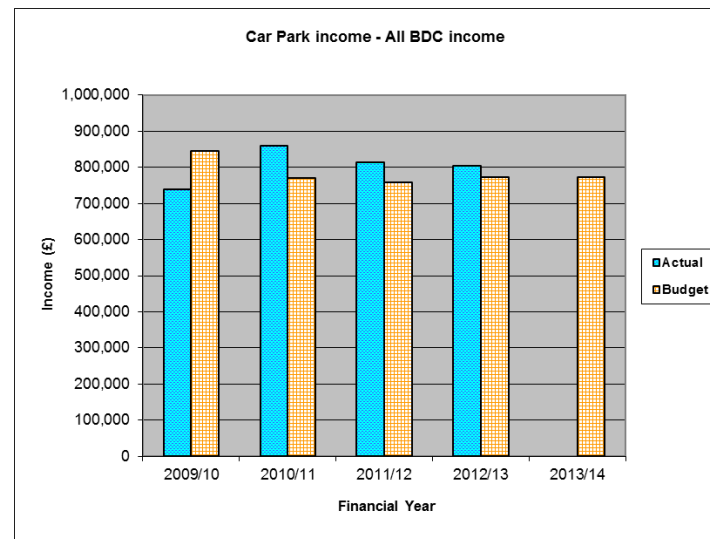
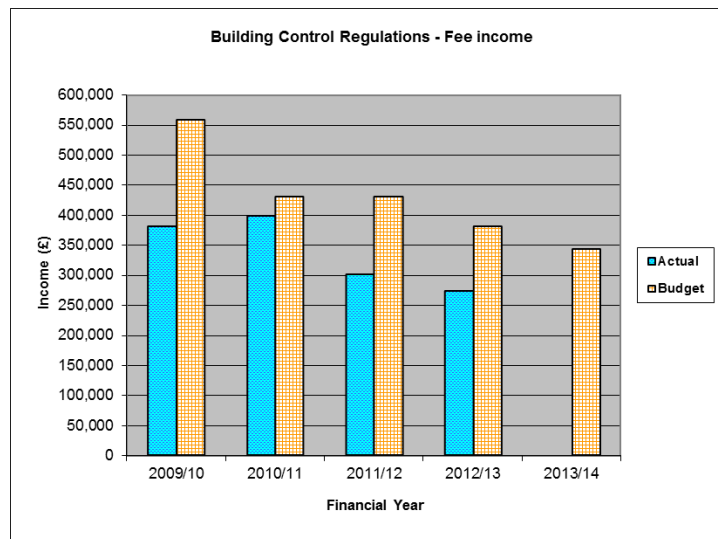
Budgets brought forward into 2012/13 from 2011/12 totalled £680,930 and spend against these was £401,800. Balances on three of the budgets, totalling £78,880, have been agreed to be carried forward to 2013/14. The balance of £200,250 - across seven budget heads - were identified as no longer required by the services and therefore has been added back to the General Fund balance.

Income Streams

A significant proportion of the Council's budget is reliant on income. The following charts show the annual trend on key income streams, providing also the target assumed in the 2013/14 Budget:







General Fund Balances

Based on the outturn, the movement on the General Fund balance is as follows:

	£'000
Balance b/fwd at 1 April 2012 (including £4.515m previously accounted for as Housing Revenue Account)	7,390
Add:	
Budget variance for 2012/13	888
Prior year carry forwards no longer required	200
Change in value of deposits at risk	169
Less:	
Budgeted withdrawal	(525)
Carry forward of 2012/13 budgets	(218)
Transfer to Town Centre reserve	(200)
Balance at the year-end	7,704

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

- Budget variance for 2012/13 as detailed in this report.
- Budgets brought forward to 2012/13 from 2011/12 but are no longer required
- Change in the net carrying value of deposits at risk as a result of updated assumptions about amounts collectable and foreign exchange implications
- Budgeted transfer from balances agreed when setting the 2012/13 Budget.
- Agreed carry forward of unspent 2012/13 budgets to 2013/14
- Transfer to Town Centre reserve – in 2011/12 £100,000 per annum was provided in the base budget for four years to provide funding for town centre and economic growth initiatives. The budget proposals for 2013/14 provide for the remaining two years' allocations to be met from General Fund balances and held in an earmarked reserve for spending in future years.

The final General Fund balance will be confirmed in the Statement of Accounts for 2012/13, which will be produced by the end of June and then audited by the external auditor, BDO LLP, before being presented to the Governance Committee for approval in September.

The 2013/14 Budget currently provides for a withdrawal from the General Fund balance of £352,519.

Earmarked Reserves

The outturn reflects changes to earmarked reserves, including the creation of some new reserves, and additions/ withdrawals in accordance with their approved purpose.

In summary, the change on earmarked reserves is:

Revenue Reserves set aside for:	Bal. b/fwd 1 April 2012 £000	Net addition/ (withdrawal) £000	Bal. c/fwd 31 March 2013 £000
Capital investment	2,177	994	3,171
Risk management	269	32	301
Services	2,7641	170	2,931
Change management	511	(137)	374
Total	5,718	1,058	6,777

Risks and Assumptions to the Outturn

The outturn is subject to finalisation of the Council's Statement of Accounts and includes estimates made for provisions and carrying values of deposits at risk which may change if further information becomes available before the end of June.

The Statement of Accounts is subject to audit by BDO (LLP), the outcome of which could lead to changes in the outturn.

As in previous years, the outturn will be reviewed to ensure that any on-going issues have either been/will be addressed in the Medium Term Financial Strategy.

Capital spend for the year

The programme for reporting purposes is determined as follows:

Approved New Programme for 2012/13	£'000s 3,280
Add:	
Projects approved in previous years where spending is profiled into the current year	1,971
Projects approved and profiled in-year	885
Less:	
Approved New Programme items where spending is profiled into future years	(684)
Project expenditure transferred to revenue account and funded from reserve	(180)
Programme for 2012/13	5,272

Approved in-year projects refers to the new vehicles and containers required for expansion of the food waste service to a further 16,400 properties (£124,000), contribution towards construction of a footbridge at Freeport (£514,000), provision for feasibility study of site access improvements at the Twin Oaks, Braintree (£50,000); Microsoft Windows and Office licence upgrade (£77,000); and Improvements to Halstead River Walk (£91,000).

The capital programme is reported over two themes:

- General Fund Services – Spending on Council owned assets and services.
- Housing investment – mainly spent on partnership schemes with social landlords, and providing disabled facilities and home improvements grants.

Progress on delivery of the major capital projects is monitored regularly by Programme Boards, with the Local Development Framework Panel responsible for recommending priorities for use of Growth Area Funding.

The final spend against programme profiled into the 2012/13 financial year is as shown in the table below:-

	Programme 2012/13	Actual spend	Grants approved but not yet claimed	Completed Project Variances
	£'000	£'000	£'000	
General Fund Services	4,071	4,013	-	(58)
Housing Investment	819	721	98	-
Capital Salaries	382	376	-	(6)
Total	5,272	5,110	98	(64)

General Fund Services includes spending on the following projects: final phase of the Causeway House refurbishment, acquisition of the Warner Archive Centre, the Freeport footbridge, development of the Silver End skateboard and BMX Park, vehicles and containers for the extension of the food waste service, and investment across a range of community facilities, including progress towards provision of a new Witham leisure centre.

Housing investment includes: £565,000 paid in private sector disabled facility and other home improvement grants, with a further £98,000 approved applications awaiting drawdown; and £157,000 provided to support social housing schemes. A further £398,000 has been “pledged in principle” to underwrite potential social housing projects.

Project variances comprises an under-spend against a provision set aside to support the relocation of the Citizens Advice Bureau to Ramsey College (£36,000); a balance of funding from the previous Halstead local committee's capital budget (£18,000) for which there are no outstanding commitments; and minor under/ over spends across a range of projects.

The capital expenditure of £5.11million has been financed as follows:

- Capital receipts from the sale of assets or received from arrangements with Greenfields Community Housing £2.999million
- Government grants £1.355million
- Developer contributions £451,000
- Other external partner contributions £66,000
- Revenue and reserves £239,000

During the year the Council obtained six new refuse freighters via the Riverside Truck Rental supply and maintenance contract which, under accounting rules, are included on the Council's Balance Sheet at a value of £822,000, to be financed by future lease rentals incurred within the contract charges.

Capital resources received in the year

There were 16 right-to-buy sales completed in the year by Greenfields Community Housing (GCH) which generated £684,000 of capital receipts for the Council – this is higher than originally allowed of £400,000. Funding from the VAT shelter arrangement set-up with GCH totalled £784,000, compared to a projection of £750,000.

Other capital receipts totalled £83,000, comprising loan and mortgage repayments, and easement rights granted over land.

Government grant of £413,000 was received which has been used to support financing of commitments made under the disabled facility grant programme. In addition, developer contributions of £176,000 were received in the year.

Brief details and examples of Pooled Funds**Cash Plus and Short Bond Funds**

Cash Plus Funds – the funds aim to provide capital stability and income through investment in short-term fixed income and variable rate securities.

The fund invests in sterling-denominated investments, including gilts, supranationals, agencies, bank and corporate bonds and other money market securities.

Suggested investment horizon is Minimum 6 to 12 months, but can be withdrawn at short notice.

Example funds are Federated Prime Rate Cash Plus Fund and Payden & Rygel Sterling Reserve Fund.

Arlingclose summary is that the funds are designed for Local Authority Treasurers' core cash and have similar credit characteristics to Money Market Funds but has an increased duration which allows a pickup in return.

Short Bond Funds – the fund objective is to provide capital, stability and income.

The fund invests in money market instruments in countries that are members of the OECD. The money market instruments will include Certificates of Deposit (CD), Commercial Paper (CP) and Treasury Bills.

Suggested investment horizon is Minimum 6 to 12 months, but can be withdrawn at short notice.

Example funds are Investec Short Bond Fund and Ignis Sterling Short Duration Cash.

Arlingclose summary is that the funds can invest in money market instruments, developed major government bond markets, supranational and government guaranteed bonds, hedged back to sterling.

Fixed Income or Absolute Return Funds

The funds aim to achieve a positive return over the long-term by investing in interest bearing assets and related derivatives.

The funds are similar to traditional bond fund but can invest in any fixed income opportunity across the world, it can also sell unattractive bonds and use currency to achieve higher yield.

Suggested investment horizon is 3 years or longer, but can be withdrawn at short notice.

Example fund is Investec Fund Series – Target Return Fund.

Arlingclose summary is that the Target Return is an Absolute Return Fund that focuses on fixed income. It can take 'long' or 'short' positions in interest rates, credit quality of bonds, the countries (emerging debt) and the currency in which it invests. This could allow the fund to produce attractive returns in any environment.

Other Pooled Funds

Other pooled funds include property, commodities and equities. These funds are not considered appropriate for the Council.

The advantages and disadvantages of pooled funds are summarised in the table below:

Advantages	Disadvantages
Flexibility	Volatility of returns may increase; therefore the Council should be prepared for the possibility of capital value to fall.
Some compliance with current Treasury Management Strategy	The investment horizon is normally at least 3 years.
Greater degree of flexibility in the instruments that can be used	Many of the asset classes and instruments used are complex
Potentially enhanced investment returns	May be new accounting treatments to consider
Diversifies opportunity and risk	There may be liquidity restrictions in some funds
Maybe more appropriate to prevailing economic conditions	
Access to fund manager resources	
Unitised approach can work regardless of scale	
Resource efficient management of funds	
Pooled funds provide opportunities for income as well as capital appreciation	

Appendix B

Investment Policy

Specified Investments

Under Department for Communities and Local Government Guidance an investment is specified if it:

- Is sterling denominated
- Has a maximum maturity of one year
- Is not defined as capital expenditure i.e. excludes acquisition of share or loan capital in any body corporate
- Meets the “high credit quality” criteria as determined by the Council, or is made with the UK Government or another UK local authority.

For the purpose of determining a “highly credit rated” bank or building society the minimum criteria will be the lowest equivalent ratings assigned by either Fitch, Moody’s, or Standard & Poor’s

Rating	Comment
Long-term rating of at least A-	High credit quality with expectation of low risk i.e. institutions are assessed as having strong capacity to meet financial commitments
Support rating (from sovereign/ strong parent) of either 1 or 2	Extremely high and high categories

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

There are no changes proposed to the Specified Investments that may be used and these are as follows:

Instrument	Current Policy	
	Counterparty	Maximum counterparty limits
Term Deposits	Debt Management Office Account (UK Government)	
Treasury Bills	UK Government	
Term Deposits	Other UK Local Authorities (principal, police and fire authorities)	
Term Deposits/ Call Accounts/ Certificates of Deposit or CD's	UK and Non-UK Banks and Building Societies meeting criteria for "highly credit rated"	The higher of 15% of cash balances or £5million. Duration limit of maximum 364 days, subject to shorter limits imposed based on advice from the Council's external treasury management advisors.
Money Market Funds	AAA-rated Funds	Individual MMF 10% of cash balances (rounded up to nearest million) subject also to being less than 0.5% of the net asset value of the Fund. Aggregate All MMF £15 million
Money Market Funds investing in UK Government short-term debt securities	AAA-rated Funds with the aim of maintaining a constant Net Asset Value	Individual MMF 10% of cash balances (rounded up to nearest million) subject also to being less than 2% of the net asset value of the Fund. Aggregate within total MMF limit of £15 million.
Public Sector Reserve Account and/ or overnight/ next working day deposits	Co-operative Bank	Up to maximum of £5million for short-medium term operational/ liquidity requirements. This limit may be exceeded in exceptional circumstances by the Corporate Director (Finance).

Counterparty limits will apply to individual institutions/ Group. Counterparty exposure through the Money Market Funds will not be aggregated with direct placements for the purpose of the counterparty limits, although this total exposure will be monitored.

Non-Specified Investments

Non-specified investments are any other type of investment not falling within the definition of specified set out above.

The maximum aggregate amount that may be invested in Non-specified investments will be £15million (this will also represent the Prudential Code limit on principal sums invested for periods of longer than 364 days).

The Council will always consult with its treasury advisors before placing any Non-Specified investments.

Having considered the risk associated with Non-specified investments, the following have been determined as appropriate for potential use by the Council:

Instrument	Current Policy		Proposed Policy		Comment
	Counterparty	Maximum counterparty limits	Counterparty	Maximum counterparty limits	
Term Deposits	Other UK Local Authorities	£5 million	Unchanged from current policy		
Gilts	UK Government	£5 million	Unchanged from current policy		
Bonds (max duration 10-years)	Multilateral development banks (E.g. European Investment Bank, World Bank etc.)	£5 million	Unchanged from current policy		
Term Deposits or Certificates of Deposit (or CD's)	UK and Non-UK Banks and Building Societies meeting criteria for "highly credit rated"	£2million / 2 years – subject to shorter limits imposed based on advice from the Council's external treasury management advisors.	Unchanged from current policy		
Investment/ loans to Registered Providers (e.g. Housing Association)			Rated/ Un-rated Housing Associations	£5million Duration limit of maximum 5 years	New category introduced reflecting potential opportunity for diversification
Money Market Funds and Collective Investment Schemes (Pooled Funds) which are not treated as capital expenditure under Statutory Regulation and where the intention is to invest for greater than one-year even if short term access is available	Enhanced cash funds, corporate bond funds, equity income funds, property funds	Aggregate £5 million all funds	Unchanged from current policy	£5million per fund management company with an aggregate limit of £15million.	To actively pursue this option as opposed to holding government or corporate bonds directly. This option removes the need for the Council to maintain its own custodian facility. Would permit short-term access subject to possible variable net asset value.

Report of the Member Working Group on Recycling

June 2013

Author: Cllr. James Abbott, Chairman

1. INTRODUCTION

Following questions raised by Members at Council and Cabinet about recycling and “where do we go from here - can we get to 70%?”, the Leader set up an informal Member Recycling Working Group to look at ways of raising recycling levels still further, beyond 60%. Cllr. Abbott was asked to Chair the Group.

The findings of the Group were to be presented to the Cabinet Member (Place) who, in turn, would consult with Cabinet colleagues and provide a formal response at a future Cabinet Meeting.

This report suggests a new recycling target of 70% by 2020 and sets out a range of initiatives designed to achieve this for Members’ consideration.

2. BACKGROUND

Braintree District continues to progress in raising recycling levels. Kerbside collections of mixed dry recyclable waste have been extended to cover most of the dwellings in the District over a period of 13 years commencing October 2000.

Both the proportion of the District covered by kerbside collections and the range of materials collected has expanded throughout this period. There has been committed support from successive administrations of Braintree District Council (BDC) for the priority of improving the service. Customer satisfaction is good.

2.1 Current Service

The service comprises dry recycling in clear sacks (co-mingled) and green wheeled bins for garden waste, with a more recent roll-out of food waste collected in caddies.

Residual waste is collected in black wheeled bins.

An alternate weekly collection is provided, although food waste is collected weekly.

Braintree District also has an extensive network of bring banks which were initially set up primarily for depositing glass, but some of which have expanded to receive other materials such as textiles.

3. TERMS OF REFERENCE AND MEMBERSHIP

The Group had an informal status. It reported direct to the Cabinet Member¹
Group Membership: Officer support:

Cllr. James Abbott (Chairman)
Cllr. Julia Allen
Cllr. Phil Barlow
Cllr. Stephen Canning
Cllr. Hylton Johnson
Cllr. Eric Lynch
Cllr. Robert Mitchell
Cllr. Iona Parker
Cllr. Bill Rose
Cllr. Jenny Sutton
Cllr. Peter Tattersley

Paul Partridge
Carol Love
Richard Bisset
Ros Alam
Nick Johnson
Terri Reeves
Claire Stoneman

¹ refer to full Terms of Reference – login into members portal at <http://www.braintree.gov.uk/member/site/index.php>
Member Information - Recycling Review

Sadly, Cllr. Eric Lynch passed away shortly before the final report was submitted. Eric took a keen interest in recycling and green issues. His contribution to the work of this Group was valued and this report is dedicated to him.

4. PROCESS OF THE REVIEW

A key starting point of the Group was that, given the ongoing restraint in public spending and the fact that an extensive kerbside collection system was already in place, a focus would be “what can we do better”, rather than consider a fundamental change to the collection system.

The Group recognised that public satisfaction in the service is a key consideration when determining any new initiatives.

The Group also considered aspects of the cost-benefits of the service where, in recent years, income from selling collected materials has risen to become a substantial positive budget item.

The Group initially gathered evidence through a series of meetings, presentations from ECC and BDC officers Member² (at the December 2012 meeting, a site visit to a Materials Recycling Facility (MRF) and other research.

The final report was submitted for consideration to the Cabinet Member in June 2013 and will be considered by Cabinet at its meeting on 15 July.

5. RESEARCH AND CONSULTATION

A Scoping Meeting was held on 8th November 2012 between the Chairman and officers. The Group first met on 5th December 2012 with presentations from ECC and BDC. Further Group meetings were held on 24th January 2013, 28th March 2013 and finally 18th April 2013. In addition there were further meetings between the Chairman, Cabinet Deputy and officers.

The MEL (Measurement/Evaluation/Learning) report of April 2012 informed the Group with detailed analysis of waste composition in Braintree District ³.

At the first Group meeting, comprehensive background information was circulated by officers detailing current performance, methods and issues. It was noted that there was a significant amount of seasonal variation in collections (largely due to green waste) and also wide variation in performance across Essex collection authorities.

A visit took place on 6th March 2013 to the MRF run by Viridor at the Masons site just north of Ipswich. BDC collected material is currently sent there. The plant achieves recycling levels of over 90% of what comes in to the plant and it was observed that the workers operate at an incredibly high level of speed and concentration. Conveyor belts are used to transport waste through the plant and, as well as manual operations, electro-magnets and air blowers are used to separate materials.

Members were encouraged to do their own research and a number did, including local observation of side-waste, recyclables going into black bins and discussions on the difficulties of recycling at flats.

² refer to Presentations – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

³ refer to MEL Report – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

A letter drafted by the Chairman was sent by BDC officers to all parish councils in the District asking for their feedback on the extent of bring bank facilities in their areas, to complement the on-going review of sites by officers.

6. KEY QUESTIONS CONSIDERED

The information initially supplied to the Group showed clearly that, within the current arrangements, there was significant scope for performance improvement through encouraging more participation (some households will not recycle), reducing recyclables going into black bins and encouraging a higher take up of the food waste recycling service⁴.

The WRAP report “Barriers to Recycling at Home” (Aug 2008) was also considered⁵.

The single most important behavioural change identified was the need to get much more food waste out of the black bin waste stream⁶.

Specific areas looked at to encourage greater public participation and service enhancement included recycling at blocks of flats; recycling of trade waste (BDC is in competition with other service providers); enhancing bring banks; the potential for kerbside glass and textile collections and other specific materials collections, as well as the Recycling Centres run by ECC.

Throughout, an important consideration was how partnership working could be enhanced with ECC, housing associations and other districts and boroughs.

At an early stage it was concluded that glass recycling should not be included in kerbside collections owing to safety issues, the already extensive bring bank network and the risks of contamination of the kerbside collected waste stream.

It was established that recommendations on the materials collected at Recycling Centres were outside of the scope of the Group and that Trade Waste, even from local small businesses, could not be included in the Municipal Waste collection figures, but was important to the service, in terms of income.

The trade-off between green waste collections and home composting was considered. Whilst the former is included in recorded performance, the latter cannot be as there is no figure available, despite the fact that home composting is the most sustainable means of green waste treatment and contributes to avoidance of landfill.

A key issue considered was “invest to save” and the total cost-benefits of the service. Every extra tonne of household waste diverted from landfill and successfully recycled brings in 3 financial benefits as well as the environmental benefits:

1. No payment of Landfill Tax
2. Recycling income
3. Recycling credits

⁴ refer to MEL Report – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

⁵ refer to Barriers to Recycling – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

⁶ refer to MEL Report – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

Waste not produced in the first place (The 3 R's: Reduce – Reuse – Recycle) also removes the need to pay Landfill Tax.

Initially a “Top Five” of ways to achieve greater recycling and composting levels was considered, but this was later revised into a list of proposed actions, grouped into 3 sections, with a strong emphasis on education and awareness based on the Draft Education and Awareness Programme produced by officers⁷.

7. KEY FINDINGS

Current recycling performance, past performance and trajectory

7.1 Annual Performance 2012/13

During 2012/13 individual quarterly performances exceeded 60% recycling and composting (by weight) for the first time.

The 3rd Quarter Performance Management Report for 2012/13 reported Q1 60.6%, Q2 60.4% and Q3 54%, the latter weather affected.

BDC's performance is one of the highest in the Essex County Council (ECC) area and is already close to the agreed inter-authority Essex target of 60% by 2020.

The complete 2012/13 (year to end March) performance figures⁸ are:

Braintree District 56.7% (3rd best of 12 collection authorities in Essex)
Essex total (ECC area) 52.62% (includes recycling centre materials)

7.2 Waste Analysis & Composition

Rates of recycling and composting have improved dramatically since the introduction of the mixed dry recycling and green waste collections in 2000. The most recent figures (year to end March 2013) are that Braintree District recycled and composted 56.7% of household waste (3rd best of 12 collection authorities in ECC area).

However, of 56,556 tonnes collected in 2012/13, 24,464 were still sent to landfill⁹.

The Essex total (ECC area) was 52.62% which includes recycling centre materials tonnages, but these cannot be added to each District/Borough's figures.

The trajectory continues to be towards higher rates of collection for recycling and composting and a flat, or declining, level of total waste generated. In the ECC area total waste fell by 7,500 tonnes in 2012/13 (1.2% decline).

Improved food waste separation and new systems for recycling at flats, as well as reducing side waste, could all improve performance further. As a result of the Group's discussions, three sites are currently being looked at to trial a flats scheme using “mini recycling centres”.

⁷ Draft Education and Awareness Programme – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

⁸ refer to Essex Household Recycling Performance 2012-2013 – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

⁹ refer to Essex Household Recycling Performance 2012-2013 – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

Whilst collections (total tonnages) of dry recycling and residual waste tend to be fairly consistent over the 12 months' annual cycle, there are significant swings in garden waste collections with a maximum collected around May – August and a minimum Dec – March. The maximum levels being (2 years data) more than double the minimum.

The Measurement/Evaluation/Learning report (MEL) on food waste in Braintree District for November 2012 showed that the overall participation rate was 61% and so nearly 40% of households were not taking part at the time of the research, indicating (even allowing for home composting) a significant level of food waste going into back bins. This concern had been revealed in more detail in the full MEL report of April 2012 which showed that:

- **28.3% of waste being deposited in the black bin was food waste (by far the largest single category of waste) of which 62% was avoidable and could have been recycled;**
- Very little garden waste was in black bins;
- For material types found in black bins that can be recycled (including paper/card/plastics/metals), between 35% and 79% of each of those types of materials found were wrongly discarded and could have been recycled in the clear sacks;
- 4.5% of waste in black bins was glass.

The results from the parish council survey on bring bank sites were that 14 replied and, of those, there was generally high satisfaction on existing numbers and locations of sites (with evidence of parish councils having discussed this with residents in some instances), but some complaints about materials being left outside of containers/dumped and broken glass on the ground.

Witham Town Council requested additional facilities and gave specific locations where these could be sited¹⁰. As Braintree is unparished, the survey did not cover this area. A number of bring bank sites are operated by supermarkets and other private companies.

What works well – alternate weekly collections, bring banks

The **kerbside collection system** works well and now extends to almost all households, though flats present a number of challenges. Customer satisfaction is high.

The **bring bank system** also works well and is currently under review to look at areas for improvement, including the number of sites and materials that can be deposited. Glass should continue to only be collected via the bring banks.

Rochford, Castlepoint and Uttlesford Councils are currently using Essex Recycling to collect textiles kerbside, and the Group considered the option of BDC introducing such collections.

8. FINANCES AND CONTRACTS – COSTS OF SERVICE AND INCOME

- Co-mingled recycling is currently taken to Viridor at the Masons site just north of Ipswich and attracts £50/tonne income.
- Collected green waste is currently taken to Birch.
- Collected food waste and mixed food/garden wastes are currently taken to Envar in Cambridgeshire.

¹⁰ refer to Witham Town Council Request – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

- Collected glass goes to British Glass at Harlow (rates vary depending on colour from £20 to £27/tonne).
- Collected newspapers and magazines go to Aylesford in Kent (£20/tonne).
- Collected mixed paper is taken to Essex Reclamation in Witham.
- Collected textiles go to the Salvation Army Trading Company in London (£300/tonne).

Projected income (from sales) to BDC in 2012/13 is £620k (higher than forecast).

Budget income from ECC recycling/composting credits for 2012/13 is £964,360.

The total cost to BDC of operating the domestic waste service is approximately £3 million per annum.

Trade waste cannot be assessed as part of the household waste streams. However it is relevant to the finance of the service as it is a source of income. The BDC collection service needs to be competitive on price and attractiveness, to avoid loss of market share to other providers. This can include recycling collections from commercial premises.

9. CONSIDERATIONS

The established systems work well. There is no major need for change in the systems, but instead in their use. Key areas for improvement in performance include better waste separation at source, especially food waste, and reduction of side waste. This can be done through:

Enhanced communications with residents working with partners - notably ECC, Greenfields and other housing associations. A new scheme has recently been agreed to send welcome packs, with recycling information included, to new residents in Greenfields' owned flats;

A "Slim Your Bin" campaign with smaller (140 litre) replacement black wheeled bins.

Over time there are, as would be expected, market fluctuations in prices paid for materials. There are also changes in the mix of materials collected and longer term trends in behaviour, technology and legislation (such as for packaging). Landfill tax continues to rise by £8 per tonne per year. So taking current figures:

Diverting 11,000 tonnes of BDC collected waste from landfill (less than half the current amount sent to landfill) would achieve a 75% recycling performance level, but would also (on its own) improve the total Essex performance by nearly 2% and reduce Landfill Tax payments made by ECC by about £800k (the tax is £72/tonne as of 1st April 2013). It would also bring in enhanced revenue from the sale of materials to BDC - at rates depending on the mix of materials, but up to £50/tonne for co-mingled dry recycling.

During the work of the Group, the Deputy Cabinet Member (Place) reported moves to seek an agreement with ECC to fund a communications scheme to deliver higher participation, better separation and reduced side waste, with the cost/benefits of this being a main driver, particularly reducing Landfill Tax payments which are borne by ECC. There would also be the potential to roll out such an agreement for the whole ECC area.

The seasonal variability in green waste collections could justify changes to the collection schedule in the winter.

Recycling collections from schools presents a mixed picture. There is scope for a more coherent system.

A planning application has been submitted (May 2013) to ECC for a waste transfer station for the transfer/bulking up of municipal waste at our Cordons Farm site. Should this facility go ahead, there will likely be associated changes to the BDC collection schedules with re-routing.

10. AREAS FOR IMPROVEMENTS AND FUTURE TARGETS

The Group considers that, with the following actions, a new target of 70% recycling by 2020 should be established, with a stretch target of 75%:

- Better separation of waste at source, especially food waste. Delivered via both a BDC communications strategy and joint working with ECC and other partners.
- Community initiatives.
- New collection systems for flats.
- “Slim your bin” campaigns to encourage use of smaller black bins.
- Enhanced range/extent of materials collected including textiles, waste electrical and electronic equipment (WEEE) and hard plastics.
- Improved ‘bring bank’ facilities, including in partnership with Witham Town Council.

11. PROPOSED ACTIONS TO DELIVER NEW TARGETS TO BE RECOMMENDED TO THE CABINET MEMBER

- Priority ordered 10 point plan for municipal waste performance improvement
- 3 “Nice to Do” actions as resources allow
- 1 Trade Waste recommendation

ACTIONS TO INCREASE RECYCLING PERFORMANCE AND EFFICIENCY OF THE COUNCIL'S WASTE COLLECTION SERVICES

“PRIORITY” ACTIONS

1. Develop a two-year ‘door-stepping’ programme specifically aimed at reducing the amount of recyclable waste deposited in the residual waste bin, **especially food**, and elimination of excess waste including side waste. Explore opportunities with Essex County Council to establish a dedicated team that can be piloted in the Braintree District and rolled out to other District/Boroughs as a model of excellence.

Door-stepping is a well-established communications technique for targeting low performing areas but is expensive. BDC should explore options to try and target low performing areas that have been identified. This would also have to be followed up with post participation/capture rate measurements in order to see if a campaign has worked

There could be scope to do waste sampling in target areas which could be communicated back to residents and community champions.

2. In conjunction with 1 above and Essex County Council's Communication and Marketing Team, develop and deliver a strong programme of high profile recycling campaigns to help further improve public behaviour and attitude towards recycling, to increase capture and participation rates. To include local ‘human interest’ articles/stories commending people and groups who have achieved high recycling performance¹¹.

A further way to incentivise local communities could include twinning them with other communities in the District.

3. Based on consultation with local residents, BDC should develop a Recycling Charter that clearly defines the Council's aims and objectives and service standards for refuse and recycling.
4. Working with ECC and Greenfields and other housing associations, BDC should establish local recycling champions on estates that can work with BDC to maximise opportunities for recycling through local community engagement and empowerment. Links with local Letting Agencies should be established to ensure Recycling Information Packs are sent out to new tenants and a review of individual residents' needs should be undertaken within one month of them moving in, including the size and type of bins allocated.

ECC is inviting people to take part in a “Waste Busters” programme, encouraging community champions.

5. Introduce the pilots to recycle waste from flats and consider extending this across the District, where appropriate.
6. Slimming bins with a clearer bin replacement policy.
7. Explore the potential of launching an annual community recycling seminar specifically aimed at increasing public awareness of recycling and recognising the work of Local

¹¹ Draft Education and Awareness Programme – login into members portal at <http://www.braintree.gov.uk/member/site/index.php> - Member Information - Recycling Review

Neighborhood Recycling Champions to encourage even more people, businesses, and town and parish councils to recycle.

This could be linked to offering free membership at the Council's leisure centres, County Park or ECC's events – reward and recognition including prizes/charitable donations to support local community groups.

8. Consider the outcomes from the ongoing BDC review of bring banks and the feedback from the survey undertaken with Parish Councils and implement improvements where required. New bring bank sites may be needed in Witham.
9. Consider new materials to be collected kerbside including textiles, waste electrical materials and hard plastics.
10. Undertake a consultation exercise with local residents to seek their views on the option of moving from a bi-weekly to a monthly collection of green waste in December, January and February each year, when there is much less green waste presented.

Resources could be diverted into other recycling schemes and staff could be used for publicity, training and communication. There could be a 'kick off' campaign in January 2014. The crews could target the areas they normally work in to promote the message.

“NICE TO DO” ACTIONS

1. Investigate the potential of introducing a monthly prize competition (sponsored by Viridor) that rewards residents for their recycling. The prize (value to be agreed) can be retained by the residents or donated to a local charity or community group.
2. In conjunction with Essex County Council, hold an annual competition for Schools Recycling Champion of the Year.

An important operational precursor to this would be to introduce a fair and equitable recycling collection service to all schools and/or to develop a fair way to measure how good a school is at recycling. There is already a national eco-schools programme that many schools are getting involved in, which covers wider environmental issues as well as doing their own waste audit, minimising their waste and getting a regular recycling collection arranged. There would be an opportunity to link in with this if BDC can proactively offer all schools sustainable recycling collections, which help them achieve their “Green Flag” award.

3. Continue to lobby the Government to introduce a levy on plastic bags and complex plastics.

Northern Ireland is set to join Wales with the introduction of a levy from 2013.

TRADE WASTE ACTION

1. Introduce a mixed recycling service for Trade Waste customers to divert more waste from landfill and increase income available to the Council from the sale of the materials collected.

Governance Committee
26th June 2013



Annual Governance Statement 2012/13		Agenda No:
Corporate Priority: Deliver excellent, cost effective and valued services Report presented by: Trevor Wilson, Head of Finance Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: 'Delivering Good Governance in Local Government – Framework' published by CIPFA and SOLACE		Public Report
Options: To make amendments or additions as required to the statement and recommend for signing by the Leader of the Council and the Chief Executive.		Key Decision: No
<p>Executive Summary:</p> <p>The annual review of the Council's governance, risk management and internal control arrangements has been undertaken to support the production of the Annual Governance Statement for 2012/13. This review includes the established information and assurance gathering processes to ensure that the published Annual Governance Statement is correct as well as a review of the Council's Governance framework against a best practice framework devised by CIPFA/SOLACE.</p> <p>The aim of the review process is to ensure that the Council has effective governance, risk management and internal control processes in place to assist with accountability and delivery of objectives. Additionally, the review process will identify any shortfalls in these arrangements.</p> <p>The review process includes:</p> <ul style="list-style-type: none"> • Obtaining assurance from Senior Managers, who report to a member of the Management Board, that key control systems have operated effectively within their areas of responsibility throughout the year • Reviewing the Council's governance framework against the best practice framework devised by CIPFA/SOLACE • Updating the Local Code of Corporate Governance, adopted by the Audit Committee on 8th January 2009 • Reviewing all External Audit and Inspection reports and Internal Audit reports <p>The final published statement is required to detail the governance and control framework in place in the Council during 2012/13 and up to the date of publication of the Statement. Where arrangements are not in line with best practice or are not working effectively, this should be recorded in the statement together with action plans for improvement.</p>		

The Annual Governance Statement

The process of preparing the Annual Governance Statement should itself add value to the corporate governance and internal control framework of the Council. The Statement should be approved by the end of June and should also be up-to-date at the time of publication. The best practice framework provides guidance on what the Statement should contain, including:

- Responsibilities for ensuring there is a sound system of governance (incorporating the system of internal control)
- An indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide
- A brief description of the key elements of the governance framework
- A brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance framework including reference to the roles of various Members/Officers in this process
- An outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan.

A draft of the Statement is included at Appendix A and an update of the Local Code of Corporate Governance is included at Appendix B for member's consideration.

Decision:

To agree:

1. the Annual Governance Statement for 2012/13, as detailed in Appendix A, for signing by the Leader of the Council and the Chief Executive; and
2. the updated Local Code of Corporate Governance as detailed in Appendix B.

Purpose of Decision:

To evidence that the Council has conducted a review of the effectiveness of its system of internal control for 2012/13, ensure that the Annual Governance Statement for 2012/13 is correct and in order for the Leader of the Council and the Chief Executive to sign.

Corporate Implications	
Financial:	None
Legal:	Meets requirement to undertake an annual review of the Council's Governance arrangements
Equalities/Diversity	Various aspects of the Annual Governance Statement are directly relevant to diversity and social inclusion. Examples include arrangements to consult with and encourage the participation of all sections of the community, communications with stakeholders and the requirement for services to be provided in accordance with equality policies.
Customer Impact:	Review provides assurance of the adequacy of the Council's governance arrangements and identifies actions to be taken in the coming year to further improve the arrangements
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	The Council is legally required to 'conduct a review at least once in a year of the effectiveness of its system of internal control'.
Officer Contact:	Trevor Wilson
Designation:	Head of Finance
Ext. No.	2801
E-mail:	Trevor.wilson@braintree.gov.uk

Braintree District Council**Annual Governance Statement 2012/13****1. Scope of Responsibility**

- 1.1 Braintree District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging these overall responsibilities, Braintree District Council is responsible for putting in place proper arrangements for the governance of its affairs, and facilitating the effective exercise of its functions, including arrangements for the management of risk.
- 1.3 Braintree District Council approved and adopted a local code of corporate governance in January 2009, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. How the Council delivers against the Code is detailed in Appendix B: Braintree District Council Code of Corporate Governance.
- 1.4 This statement explains how Braintree District Council delivers good governance and reviews the effectiveness of these arrangements. It also meets the requirements of regulation 4 of the Accounts and Audit Regulations 2011 in relation to the publication of an Annual Governance statement.

2. Purpose of the Governance Framework

- 2.1 The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled, and by which it accounts to, engages with and leads the community. It includes arrangements to monitor the achievement of its strategic objectives and to consider whether this has led to the delivery of appropriate, cost-effective services.
- 2.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It can not eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable, and not absolute, assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
- 2.3 The governance framework has been in place at Braintree District Council for the year ended 31st March 2013 and up to the date of the approval of this Statement and the Statement of Accounts.

Our Governance Framework

3. Determining the Councils purpose, its vision for the local area and intended outcomes for the Community

- 3.1 The Council aims to deliver high quality services that provide value for money and which are aligned to the needs and priorities of the local community.
- 3.2 The Corporate Strategy for 2012 to 2016 that sets out the vision and priorities for the Braintree District was agreed by Full Council on 15th February 2012. The Strategy is based on public opinion about what is important in the district, issues which Members know to be of importance, data and research into key issues which affect the quality of life and issues of national importance which need to be implemented at a local level.
- 3.3 The priorities reflect the vision for the District Council which focus on five key themes:
- **Place** - Ensuring that our district is a good place to live, work and play
 - **People** - Looking after the people and communities in our district
 - **Prosperity** - Ensuring that our economy grows sustainably
 - **Performance** - Providing excellent, cost effective and valued services for our customers
 - **Partnerships** - Delivering better outcomes by working with others
- 3.4 An Annual Plan details the agreed projects and initiatives to deliver each of the priorities of the Corporate Strategy in the forthcoming year, as well as details of how we plan to measure progress against these objectives.
- 3.5 There are Business Plans for each service area, these include clear identification of objectives and targets, reflect Corporate Strategy priorities and include the identification of risks to meeting the objectives. They are updated annually and incorporate the financial plans for the year ahead for the service areas.
- 3.6 The Council has a range of performance indicators used to measure progress against its key priorities in the Corporate Strategy. Targets are contained in the Annual Plan and Business Plans. Progress of projects and performance against targets has been reported quarterly during 2012/13 to the Cabinet and the Governance Committee.
- 3.7 A Business Improvement Team seeks to encourage and support improvements in project management, business processes and delivery of major projects and to improve performance management arrangements.
- 3.8 The Council has shown that its performance has improved consistently through target setting and made improvements to service delivery.
- 3.9 The Data Quality Policy, agreed by the Audit Committee in April 2010, sets out the Council's approach to data quality in relation to non-financial performance data to ensure that high standards are clearly set, achieved and maintained.

- 3.10 The Council has a Medium Term Financial Strategy, Workforce Plan, Asset Management Plan and Capital Programme, these identify how resources are aligned to priorities. The budget process incorporates consideration of the allocation of resources for the Corporate Strategy priorities. The Medium Term Financial Strategy allows annual strategic review in the context of performance against Corporate Strategy priorities, and sets targets of efficiency improvement, enabling resources to be recycled. Quarterly monitoring reports for the revenue budget and the Capital Programme have been submitted to Management Board, the Cabinet and the Governance Committee.
- 3.11 Priorities for service improvement have been identified and there have been a range of reviews which have identified significant efficiencies for the next financial year(s). The Council has a number of corporate processes, programmes and projects designed to improve efficiency including the Procurement Strategy, the Channel Strategy and the Workforce Development Action Plan
- 3.12 The Council operates a complaints procedure and uses this to identify areas of where service quality is not satisfactory and to take action to improve.

4. Members and Officers working together to achieve a common purpose with clearly defined functions and roles
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- 4.1 The Council aims to ensure that the roles and responsibilities for governance are defined and allocated so that accountability for decisions made and actions taken are clear. It does this by having a Leader of the Council and Cabinet. The Leader appoints the members to serve on the Cabinet and allocates the portfolio responsibilities. In addition, the Council appoints a number of committees to discharge the Council's regulatory and scrutiny responsibilities. These leadership roles, and the delegated responsibilities of officers, are set out in the Constitution. The Constitution is reviewed periodically with interim updates as and when appropriate.
- 4.2 The Constitution also includes a Member/Officer protocol which describes and regulates the way in which Members and Officers should interact to work effectively together.
- 4.3 All Committees have clear terms of reference that set out their roles and responsibilities and work programmes.
- 4.4 From June 2012, the Audit Committee was replaced by a Governance Committee, which is independent of the Cabinet and Scrutiny functions, acts as the responsible body charged with governance on behalf of the Council. In doing so it provides independent assurance on: the adequacy of the risk management framework and the associated control environment; scrutiny of the council's financial and non-financial performance to the extent that it affects the council's exposure to risk and weakens the control environment; the financial reporting process and approves the Statement of Accounts.
- 4.5 The Overview and Scrutiny Committee monitors the decisions of the Cabinet.
- 4.6 Members of the Management Board and the Cabinet, the Joint Executive Team, meet regularly during the year. Regular meetings are also held

between the Cabinet Portfolio Member and the relevant Director and/or Head of Service(s) to discuss service delivery performance, progress against Business Plan objectives and targets.

- 4.7 The Council's Chief Executive (Head of Paid Service) leads the Council's officers and chairs the Management Board.
- 4.8 All staff, including senior management, have clear conditions of employment and job profiles which set out their roles and responsibilities.
- 4.9 The Corporate Director, as s151 Officer appointed under the Local Government Act 1972, carries overall responsibility for the financial administration of the Council. The Corporate Director's role is in accord with the CIPFA Statement on the role of the Chief Financial Officer. A central finance function provides support to all departments and determines the budget preparation and financial monitoring processes.
- 4.10 The Monitoring Officer (Head of Governance) carries overall responsibility for legal compliance and her/his staff work closely with departments to advise on requirements. The Monitoring Officer is responsible for keeping the Constitution under review and reporting any proposed changes to Council. The Articles and Council Procedure Rules were reviewed during 2011/12 and the revisions were approved by Council on 16th April 2012.

5. Promoting our Values and Upholding High Standards of Conduct and Behaviour
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- 5.1 The Council supports a culture of behaviour based on its statement of Core Values. This guides both how the long-term vision is put into effect and how members and officers behave in their day-to-day work.
- 5.2 Member and officer behaviours are governed by Codes of Conduct which include a requirement for declarations of interest to be completed by all Members. Members of staff who work in sensitive areas are required to complete declarations of interest and all staff are required to complete a conflict of interest form, as and when appropriate.
- 5.3 The Council, on 11th June 2012, adopted a new Code of Conduct for elected and co-opted members. Amendments to the Code, required to reflect the release of Regulations, were agreed on 8th October 2012.
- 5.4 The establishment of a Standards Sub Committee reporting direct to the Governance Committee was agreed by Council on 11th June 2012.
- 5.5 The Monitoring Officer is the appointed Proper Officer to receive complaints for failure of a member to comply with the Code of Conduct. The Monitoring Officer has delegated power, after consultation with the Independent Person, to determine whether a complaint merits formal investigation and to arrange such investigation. Where an investigation finds evidence of a failure to comply with the Code of Conduct and a resolution either cannot be agreed or it is not appropriate to be agreed by the Monitoring Officer the Monitoring Officer will report the investigation findings to the Standards Sub Committee.

5.6 The Council takes fraud, corruption and maladministration very seriously and has adopted a Counter Fraud Strategy which aims to prevent or deal with such occurrences and incorporates the following policies:

- a) Fraud, Corruption and Dishonesty Policy,
- b) Whistleblowing Policy,
- c) Anti-Money Laundering Policy
- d) Information Security Policy
- e) HR policies regarding the disciplining of staff involved in such incidents

These policies are reviewed periodically and details of a) to c) above are provided on the Council's website and d) and e) are available to staff and members on the Council's intranet.

5.7 A complaints procedure is in place for the Council to receive and investigate any complaint made against it or a member of staff. A revised process for dealing with complaints was agreed in October 2012.

5.8 The Council's Housing Benefit Service is fully compliant with the Housing Benefits Verification Framework.

5.9 Annual Corporate Quality and Compliance reviews are undertaken of all services by an internal team of quality assurance auditors.

6. Taking informed and Transparent Decisions and Managing Risk

6.1 The Council's Constitution sets out how the Council operates and the process for policy and decision-making.

6.2 Full Council sets the policy and budget framework. Within this framework, the Cabinet makes all key decisions. Cabinet meetings are open to the public (except where items are exempt under Part 1 of Schedule 12(A) of the Local Government Act 1972) and meetings are webcast. The Leader's Forward Plan of key decisions to be taken and committee agenda items for decision over the next four months is published regularly on the Council's website.

6.3 All decisions made by Cabinet are made on the basis of written reports, including assessments of legal, financial, customer impact, equalities and diversity, environmental and climate change implications and consideration of the risks involved and how these will be managed.

6.4 The decision-making process is scrutinised by the Overview and Scrutiny Committee which has the power to call-in decisions made. There were special Overview and Scrutiny Committee meetings held in November and then January for Members (in public) to scrutinise the proposed budget for 2013/14. This process will be repeated again this year. The Overview and Scrutiny Committee also undertakes some policy development work, by means of Task and Finish Groups.

6.5 Other decisions are made by Cabinet Portfolio holders and officers under delegated powers. Authority to make day-to-day operational decisions is detailed in the Responsibility for Functions in the Constitution.

- 6.6 The Council maintains an Internal Audit Section, which operates to the standards set out in the 'Code of Practice for Internal Audit in Local Government in the UK'.
- 6.7 Policies and procedures governing the Council's operations include Financial Regulations, Procurement Rules and a Risk Management Policy. Ensuring compliance with these policies is the responsibility of the Directors, Heads of Service and their managers across the Council. The Internal Audit Section checks that policies are complied with. Where incidents of non-compliance are identified, appropriate action is agreed and implemented.
- 6.8 The Council's Risk Management Policy requires that consideration of risk is embedded in all key management processes. These include policy and decision-making, service delivery planning, project and change management, revenue and capital budget management and partnership working. Strategic risks are reviewed a minimum of twice per annum and are detailed in the Corporate Risk Register. A Risk Register of operational risks is maintained by the Audit, Insurance and Risk Manager which is reviewed annually with Heads of Service as part of the business planning process in February/March.
- 6.9 The Governance Committee oversees the effectiveness of risk management arrangements and provides assurance to the Council in this respect.
- 6.10 The Council has an Information Security policy. The Governance Committee receives details of compliance in the Audit, Insurance and Risk Manager's annual report.
- 6.11 Financial Management processes and procedures are contained in the Council's Financial Regulations and include:
- Comprehensive budgeting systems on a medium-term basis
 - Clearly defined revenue and capital expenditure guidelines
 - Regular reviews and reporting of financial performance against budgets for revenue expenditure
 - Scheme of Delegation defining financial management responsibilities
 - Regular capital monitoring reports which compare actual expenditure to budgets
 - Key financial risks are highlighted in the budgetary process and are monitored through the year, departmentally and corporately
 - Robust core financial systems
 - Operational procedures in place for business critical financial systems, and these are also checked on a regular basis by the Internal Audit Section
- 6.12 Financial monitoring reports are submitted monthly to service managers and quarterly to Management Board, Cabinet and the Governance Committee.
- 6.13 Performance against a suite of key financial indicators is reported to each meeting of the Governance Committee.
- 6.14 An activity report of the Overview and Scrutiny Committee is presented annually to Full Council.

- 6.15 Details of Council spending with suppliers, value in excess of £500, are published monthly on the Council's website. A register of the Council's contracts is being compiled and an initial version is available on the Council's website.
- 6.16 Details of senior managers' remuneration and Member's allowances and expenses are published in the Council's Statement of Accounts. A Pay Policy Statement for 2012/13 was agreed by Council in April 2012.

7. Effective Management – Capacity and Capability of Members and Officers

- 7.1 The Council aims to ensure that Members and managers of the Council have the skills, knowledge and capacity they need to discharge their responsibilities and recognises the value of well trained and competent people in effective service delivery. All new Members and staff undertake an induction programme to familiarise them with protocols, procedures, values and aims of the Council. New members elected during the 4-year term of an administration are given 1-2-1 induction training and specialised training as appropriate.
- 7.2 In recognition of the Council's work undertaken and its commitment to the development of elected members in their roles as effective council members it was awarded, in July 2011, the East of England Charter for elected Member Development from the East of England Local Government Association. Confirmation that the Council continues to meet the standard was confirmed in February 2013 following an interim review. Reassessment is due in July 2014.
- 7.3 Political groups have a primary role in encouraging new talent and representatives of all sections of the community to stand for election as Members of the Council.
- 7.4 The Council has developed its own scheme of key management competencies. The achievement and maintenance of these managerial standards is a key component of the Council's overall management arrangements.
- 7.5 Annual Performance Reviews of all staff ensure performance is managed and development needs for each member of staff are identified and met. For the Chief Executive and Corporate Directors, performance appraisals are carried out by a panel of Members which include the Leader and/or appropriate Cabinet members and the Chairman of the Overview and Scrutiny Committee. For senior managers the review also includes a talent management plan identifying: career aspirations; roles they may be successors for; when they may be ready for these roles; and support and development needed and planned.
- 7.6 The Council continues to work to the principles of the Investors in People standard although it no longer seeks the formal accreditation.

8. Engaging with Local People and Other Stakeholders to ensure robust accountability

- 8.1 The Council's planning and decision-making processes are designed to include consultation with stakeholders and the submission of views by local people.
- 8.2 The Council has a People's Panel with participants providing feedback on a number of subjects by means of surveys and/or focus group meetings. Regular customer satisfaction surveys are undertaken using various methods to track data and trends.
- 8.3 The Council's newsletter 'Contact' communicates the Council's vision and priorities and was published five times in 2012/13 – once in hardcopy to all households and four times electronically to those residents requesting this media format.
- 8.4 The Council has signed a Local Compact for joint working with the voluntary and community sectors in the district.
- 8.5 The Council has a Parish Partnership Agreement (Our Parish Charter).
- 8.6 The Council works extensively in partnership. The Local Strategic Partnership shaped the Community Strategy which in turn provided a driver of the Council's own Corporate Strategy.
- 8.7 Members are informed of significant issues or events planned or proposed for their ward. In addition, Members receive a weekly Councillor Update by email.

9. Review of Effectiveness of the Governance Framework

- 9.1 Braintree District Council annually reviews the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by managers within the Council who have responsibility for the development and maintenance of the governance environment, the work of the internal auditors and by comments made by the external auditors and other inspection agencies.
- 9.2 Both in-year and year-end review processes have taken place. In-year review mechanisms include:
- The Cabinet is responsible for considering overall financial and performance management and receives comprehensive reports on a quarterly basis. Budgetary reports provide details of income and expenditure against profile together with a prediction of the financial position at the year-end.
 - Report by the Corporate Director (Section 151 Officer) on the robustness of the budget and the adequacy of balances.
 - The Overview & Scrutiny Committee reviewed the Medium Term Financial Strategy and Budget Proposals for 2013/14, Community Safety Partnership, reviewed progress with recommendations made regarding transport and access to health services and managed Task and Finish groups investigating the Council's land and property

investment policies, Affordable Housing, arrangements with the Citizens Advice Bureau and Braintree District Voluntary Services Association and local highway liaison.

- Key Performance Indicators are monitored by the Cabinet on a quarterly basis.
- The Council engages with stakeholders in a number of ways including:
 - a People's Panel with participants providing feedback on a number of subjects by means of surveys and focus groups
 - consultation with residents and business representatives to determine whether priorities identified by the Council and its partners are still relevant
 - consultation with residents on proposals for the new local council tax support scheme
 - consultation on the initial budget proposals with business representatives at a Business Council meeting
 - Surveys of service users
- The hearing sub-committee of the Standards Committee met on one occasion in July 2012 to determine a case under the old Code of Conduct. There were no complaints against members under the new Code of Conduct that required action by the Monitoring Officer.
- The Governance Committee provided independent assurance to the Council in relation to the effectiveness of the risk management framework and internal control environment. The Committee met four times during the year receiving regular reports on risk management, internal control and governance matters.
- The Governance Committee completed a self assessment checklist (issued by CIPFA) on 20th March 2013. The outcome was that it was applying the majority of the good practices identified for an effective audit committee but also identified some areas where training was required.
- The project governance arrangements for the new leisure management contract and the provision of the new leisure facility in Witham are supported by a member Leisure Project Board advising the Cabinet Member responsible for Leisure.
- Internal Audit, as an independent and objective assurance service to the management of the Council, completed a programme of reviews throughout the year to provide an opinion on the internal control, risk management and governance arrangements.
- Corporate Quality and Compliance reviews were undertaken of all services. Action plans from the reviews were agreed with the Service Unit Manager and Head of Service. A summary report identifying issues found across a number of services is to be reported to Management Board.
- The external auditors review the Council's arrangements for:
 - Preparing accounts in compliance with statutory and other relevant requirements
 - Ensuring the proper conduct of financial affairs and monitoring their adequacy and effectiveness in practice
 - Managing performance to secure economy, efficiency and effectiveness in the use of resources
- A very positive Annual Audit and Inspection Letter was received from the External Auditor with no significant issues to be raised with Members, key stakeholders or members of the public.

- Management Board and Members of Cabinet reviewed strategic risks in July 2012 and April 2013. The Governance Committee received details of Management Board's action plans to manage those strategic risks which have high risk ratings.

9.3 The year-end review of the governance arrangements and the control environment included:

- Obtaining signed assurances from Senior Managers, who report to a member of the Management Board, that key elements of the control framework were in place during the year in their areas of responsibility.
- The opinion of the Internal Audit Manager in her annual report to the Governance Committee.

10. Significant Governance Issues

10.1 There are no significant internal control issues to be reported for the year. However, there are a number of areas of continuous improvement or development planned that will provide a more robust process of assurance for 2013/14:

10.2 The improvements/developments identified are:

- Continuation of the review of the Constitution
- Deliver the agreed programme of service reviews
- Address all issues highlighted from the Corporate Quality and Compliance reviews in 2012/13
- Procurement Strategy and Procurement Procedure Rules to be updated
- Marketing and Communications Strategy to be updated

11. Certification

11.1 The Governance Committee reviewed the governance framework detailed in this statement at their meeting on 26th June 2013. To the best of our knowledge, the governance arrangements, as defined above, have been effectively operating during the year. We are aware of the steps that are being and will be taken to address the above significant governance issues and are satisfied that these are appropriate. We will monitor their implementation during the course of 2013/14.

Graham Butland
Leader of the Council
Date:

Nicola Beach
Chief Executive
Date:

BRAINTREE DISTRICT COUNCIL
CODE OF CORPORATE GOVERNANCE

Contents

- Core Principle 1** *Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area*
- Core Principle 2** *Members and officers working together to achieve a common purpose with clearly defined functions and roles*
- Core Principle 3** *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour*
- Core Principle 4** *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk*
- Core Principle 5** *Developing the capacity and capability of members and officers to be effective*
- Core Principle 6** *Engaging with local people and other stakeholders to ensure robust public accountability*

BRAINTREE DISTRICT COUNCIL

CODE OF CORPORATE GOVERNANCE

INTRODUCTION

“Governance is about how local government bodies ensure that they are doing the right things, in the right way for everyone, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities”

Delivering Good Governance in Local Authorities (CIPFA/SOLACE 2007)

The CIPFA/SOLACE guidance “Delivering Good Governance in Local Authorities” identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain adopt a local code of governance. These principles are;

- *Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area*
- *Members and officers working together to achieve a common purpose with clearly defined functions and roles*
- *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour*
- *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk*
- *Developing the capacity and capability of members and officers to be effective*

- *Engaging with local people and other stakeholders to ensure robust public accountability*

The Code of Governance has been prepared in accordance with the Guidance and will be reviewed by the Governance Committee at Braintree District Council on an annual basis.

Additionally authorities are required to prepare and publish an annual governance statement in accordance with this framework under Part 2 Regulation 4 of the Accounts and Audit (England) Regulations 2011.

The Annual Governance Statement is a key corporate document. The Chief Executive and the Leader of the Council have joint responsibility as signatories for its accuracy and completeness.

BRAINTREE DISTRICT COUNCIL: CODE OF CORPORATE GOVERNANCE

Core Principle 1 - Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area

Our aims in relation to focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area are to;

- 1.1 Exercise strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users
- 1.2 Ensure users receive a high quality service whether directly, or in partnership, or by commissioning
- 1.3 Ensure that the authority makes best use of resources and that tax payers and service users receive excellent value for money

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
1.1.1 Develop and promote the Council's purpose and vision	Corporate Strategy 2012-2016 Annual Plan 2012/13 Business/Service Plans Performance System links to objectives Policy Framework Council Website – www.braintree.gov.uk	Annual Plan 2013/14 Marketing and Communications Strategy update
1.1.2 Review on a regular basis the Council's vision for the local area and its impact on the authority's governance arrangements	Corporate Strategy 2012-2016 Annual Corporate Action Plan Annual refresh of Medium Term Financial Strategy Local Code of Corporate Governance Annual Governance Statement	Annual Plan 2013/14 Medium-Term Financial Strategy 2014/15 to 2017/18
1.1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	Constitution Partnership Framework and toolkit	
1.1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	Annual Report Statement of Accounts Council Website – www.braintree.gov.uk	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
1.2.1 Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	Annual Performance Plan Performance Management Framework People's Panel Residents Surveys Annual budget consultation Annual Audit Letter	

	Mosaic customer research tool	
1.2.2 Put in place effective arrangements to identify and deal with failure in service delivery	Performance reporting and performance indicators Data Quality Policy Corporate Complaints Procedure Internal Audit service Annual corporate quality and compliance review of all services Corporate Management Board	
1.3.1 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions	Performance reporting and performance indicators Procurement Strategy 2008 to 2012 Partnership Framework and toolkit Annual Audit Letter	Review and update Procurement Strategy and Procurement Procedure Rules Ensuring the centralised Contracts Register is complete and updated regularly

Core Principle 2 - Members and officers working together to achieve a common purpose with clearly defined functions and roles		
Our aims in relation to Members and officers working together to achieve a common purpose with clearly defined functions and roles are to; 2.1 Ensure effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function 2.2 Ensure that a constructive working relationship exists between authority members and officers and the responsibilities of members and officers and carried out to a high standard 2.3 Ensure relationships between the authority, its partners and the public are clear so that each knows what to expect of the other		
In order to achieve our aims we have/will:	Source documents	Further work ongoing
2.1.1 Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice	Constitution (Cabinet terms of reference) Record of decisions and supporting materials Member/Officer Protocol Developing Democracy Cabinet Sub-Group	Review of the Constitution
2.1.2 Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	Constitution (Statutory Officer positions, Terms of Reference for Committees, Member roles) Protocols on planning, the representational role of Members, Chairmen, officer/members) Scheme of delegation Conditions of employment Council Website – www.braintree.gov.uk	
2.2.1 Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority taking account of relevant legislation and ensure that it is monitored and updated when required	Constitution (Scheme of delegation) Statutory provisions	Review of the Constitution

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.2.2 Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	Chief Executive designated Head of paid Service New Chief Executive appointed from 1 st January 2013 (previous Chief Executive retired on 31 st December 2012)	

	Constitution (Head of Paid Service responsibilities) Conditions of employment Scheme of delegation Statutory provisions Job descriptions Performance management system Signs Annual Governance Statement	
2.2.3 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	Constitution Member/Officer Protocol Chief Executive and Leader meet weekly	
2.2.4 Make a senior officer (usually the section 151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	Corporate Director has been nominated as the Council's Chief Financial Officer. Constitution (Statutory Officers) Job description Report template requires consideration is given to financial implications of proposed recommendations Corporate Director role is in accord with the CIPFA Statement on the role of the Chief Financial Officer	
2.2.5 Make a senior officer (other than the responsible financial officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations are complied with (usually the monitoring officer)	Head of Governance has been nominated as the Council's Monitoring Officer (MO) – during a period when the post was vacant in 2012 the role was filled on an interim basis by the Local Governance Manager Constitution (Statutory Officers) Report template ensures consultation is undertaken in relation to legal implications	Appointment to the current vacant post – Head of Governance
In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.3.1 Develop protocols to ensure effective communication between members and officers in their respective roles	Member / Officer protocol Planning Protocol Outside Bodies advice given to Members New Member Code of Conduct agreed (meeting requirements of Localism Act 2011) Officer Code of Conduct	
2.3.2 Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel (if applicable)	Pay and conditions policies and practices Independent Remuneration Panel Terms of Reference and Report Verification of members allowances Joint Staff Consultative Committee Pay Policy for 2012/13 agreed	
2.3.3 Ensure that effective mechanisms exist to monitor service delivery	Quarterly monitoring reports Performance Reporting and performance indicators	

	Complaints Procedure Service Plans Corporate Management Board Overview and Scrutiny Committee	
2.3.4 Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated	Corporate Strategy 2012 to 2016 Medium Term Financial Strategy Asset Management Strategy Performance Reporting and Performance Indicators Consultation Annual performance plan Council Website – www.braintree.gov.uk Channel Strategy	Annual Plan 2013/14 Marketing and Communications Strategy update
2.3.5 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	Constitution (Standing Orders) Individual Partnership agreements Service Level Arrangements Procurement Strategy Advice given to members in relation to outside bodies Members appointed to represent the Council on outside organisations provide a report to Council on an annual basis.	Review and update Procurement Strategy
In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.3.6 When working in partnership: - ensure that there is clarity about the legal status of the partnership - ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.	Constitution Individual Partnership agreements Service Level Arrangements Procurement Strategy Advice given to members in relation to outside bodies Members appointed to represent the Council on outside organisations provide a report to Council on an annual basis.	Review and update Procurement Strategy

Core Principle 3 - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour		
<p>Our aims in relation to promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour are to;</p> <p>3.1 Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</p> <p>3.2 Ensuring that organisational values are put into practice and are effective</p>		
In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
3.1.1 Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	Constitution (Standing Orders) Staff Survey Performance Reviews Governance Committee has an overall view of conduct issues with a Standards Sub Committee established and appointments made, which is called as and when required. New Member Code of Conduct Independent Persons appointed Officer Code of Conduct Member/Officer Protocol Whistle blowing Policy Anti Fraud and Corruption Policy Freedom of Information policy and publication scheme Monitoring Officer undertakes initial consideration of complaint Protocol on Council's own planning applications Planning Protocol Officer Register of gifts and hospitality Member Register of Interests Regular Manager Briefings led by member of Management Board	

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
3.1.2 Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols	Members / officers code of conduct Performance management system Staff performance review scheme Complaints procedures Anti Fraud and Corruption policy Member / officer protocols Whistle blowing Policy Information and Communication Technology (ICT) Security Policy Annual internal audit report	Behaviours workshops for staff arranged for 2013/14
3.1.3 Put in place arrangements to ensure that members and employees of the authority are not	Standing orders Planning protocol Member/Officer Codes of conduct	Review and update Procurement Procedure Rules

influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice	Financial Regulations Contract Procedure Rules Anti Fraud and Corruption Whistle blowing Register of Interests (officers and members) Member and Officer induction and training	
3.2.1 Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	Codes of Conduct Statement of Core Values Regular Manager Briefings led by member of Management Board People Strategy and Workforce Development Plan	
3.2.2 Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Codes of Conduct Contract Procedure Rules Anti Fraud and Corruption Whistle blowing ICT Security Policy Annual internal audit report	Review and update Procurement Procedure Rules

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
3.2.3 Develop and maintain an effective standards committee (as amended by Localism Act 2011)	Governance Committee has an overall view of conduct issues with a Standards Sub Committee established and appointments made, which is called as and when required. New Member Code of Conduct Monitoring Officer undertakes initial consideration of complaint Independent Persons appointed The number of independent/parish members exceeds statutory minimum Local Assessment Framework is being implemented Regular reporting to the authority	
3.2.4 Use the organisations shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	Decision making practices Corporate Plan Member/Officer Codes of conduct Regular meetings between Cabinet Portfolio holders and relevant Senior Manager(s)	
3.2.5 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively	Partnership framework and toolkit Individual Partnership agreements	

Core Principle 4 – Taking informed and transparent decisions which are subject to effective scrutiny and managing risk		
Our aims in relation to taking informed and transparent decisions which are subject to effective scrutiny and managing risk are to; 4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcomes of constructive scrutiny 4.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs 4.3 Ensuring that an effective risk management system is in place 4.4 Using their legal powers to the full benefit of the citizens and communities in their area		
In order to achieve our aims we have/will	Source documents/Processes	Further work ongoing
4.1.1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible	Scrutiny is supported by robust evidence and data analysis Governance Committee Agenda and minutes Work programme Training on effective budget scrutiny Successful outcomes of reviews Annual Audit Letter Internal control environment	
4.1.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Record of decisions and supporting materials Report template Internal control environment	
4.1.3 Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	Members Code of Conduct Officers Code of Conduct Officer/Member Register of Interests Declaration of Interests Code of Conduct Guidance to members/officers issued Planning Protocol	
4.1.4 Develop and maintain an effective audit committee (or equivalent) which is independent or make other appropriate arrangements for the discharge of the functions of such a committee	Governance Committee – Terms of Reference Governance Committee – training for members to meet identified needs Committee – agenda and minutes	

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
4.1.5 Put in place effective transparent and accessible arrangements for dealing with complaints	Complaints procedure (process revised in October 2012) Whistleblowing policy	
4.2.1 Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the	Report template Members' induction scheme Training for committee chairman	

purpose – relevant, timely and gives clear explanations of technical issues and their implications		
4.2.2 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	Report template requires that consultation is undertaken with Monitoring Officer (MO)/ S151 before report considered by Members Record of decision making and supporting materials	
4.3.1 Ensure that risk management is embedded into the culture of the organisation , with members and managers at all levels recognising that risk management is part of their job	Risk Management Strategy Cabinet Member with accountability for Risk Management Financial standards and regulations Corporate / service planning Reviewed regularly by Governance Committee Strategic and Operational Risk Registers	
4.3.2 Ensure that arrangements are in place for whistle blowing to which staff and all those contracting with the authority have access	Whistle blowing policy (on website) Register of whistle blowing reports and actions taken Information for contractors Leaflets for staff	
4.4.1 Actively recognise the limits of lawful activity placed on them by, for example the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Constitution Monitoring officer provisions Statutory provision Report templates Internal control environment	

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
4.4.2 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law	Monitoring Officer provisions Section 151 Officer provisions Planning protocol Training for Committee chairman Availability of professional legal advice Internal control environment External inspection reports	
4.4.3 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice into their procedures and decision making processes	Standing Orders Report template Constitution Statutory provision Procedure Rules Format for quasi judicial committees Monitoring Officer provisions Section 151 Officer provisions Planning protocol Internal control environment	

Core Principle 5 - Developing the capacity and capability of members and officers to be effective		
Our aims in relation to developing the capacity and capability of members and officers to be effective are; 5.1 Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles 5.2 Developing the capability of people with governance responsibilities and evaluating their performance as an individual and as a group 5.3 Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal		
In order to achieve our aims we have/ will	Source documents/Processes	Further work ongoing
5.1.1 Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	Member Training and development Member and staff Induction programme Staff Performance Review Workforce Development Action Plan	
5.1.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation	Performance Review Training Induction Managers handbook Employee policies Monitoring Officer and Section 151 Officer provisions	
5.2.1 Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Performance Review Personal Development Plans Talent Management framework for senior managers Developing Democracy Cabinet Sub-Group Workforce Development Action Plan East of England Charter for elected Member Development received from the East of England Local Government Association.	
5.2.2 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	Performance Review Personal Development Plans Talent Management framework for senior managers Member Training and Development Group (Developing Democracy Cabinet Sub-Group) Workforce Development Action Plan	
In order to achieve our aims we have/ will	Source documents/Processes	Further work ongoing
5.2.3 Ensure that effective arrangements are in place for reviewing the performance of the authority as a whole and of individual members and agreeing an action plan which might for example aim to address any	Performance reporting and performance indicators Performance Review People Strategy Workforce Development Action Plan	

training or development needs		
5.3.1 Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	Partnership framework Local Compact with Voluntary Sector	
5.3.2 Ensure that career structures are in place for members and officers to encourage participation and development	Succession planning Talent Management for senior managers	Management Development programme for managers scheduled for 2013/14

Core principle 6 - Engaging with local people and other stakeholders to ensure robust public accountability

Our aims in relation to **engaging with local people and other stakeholders to ensure robust public accountability** are to;

- 6.1 Exercise leadership through a robust scrutiny function which engages effectively with local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships
 6.2 Take an active and planned approach to dialogue with and accountability to the public ensure effective and appropriate service delivery whether directly, in partnership or by commissioning
 6.3 Make best use of human resources by taking an active and planned approach to meet responsibility to staff

In order to achieve our aims we have/will	Source documents/Processes	Further work ongoing
6.1.1 Make clear to themselves, all staff and the community, to whom they are accountable and for what	Constitution People's Panel Targets and Performance monitoring Satisfaction Surveys Council Website – www.braintree.gov.uk	
6.1.2 Consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required	Overview and Scrutiny Committee reviews examples in 2012/13 include Community Safety Partnership, progress with recommendations made regarding transport and access to health services and managed Task and Finish groups investigating the Council's land and property investment policies, Affordable Housing, arrangements with the Citizens Advice Bureau and Braintree District Voluntary Services Association and local highway liaison Stakeholder identification Statutory provisions Stakeholder surveys	
6.1.3 Produce an annual report on scrutiny function activity	Annual report produced	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
6.2.1 Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	Council Website – www.braintree.gov.uk Contact publication – communicates the Council's vision and priorities and was published five times in 2012/13 Town Centre Strategy Groups Braintree District Local Strategic Partnership	
6.2.2 Hold meetings in public unless there are good reasons for confidentiality	Public Question Time Constitution Access to information rules	

In order to achieve our aims we have/will	Source documents/Processes	Further work ongoing
6.2.3 Ensure arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	Corporate Strategy 2012-2016 Business Plans Budget and Priorities Consultation Customer surveys Equality Impact Assessments Customer Service Excellence	Marketing and Communications Strategy update
6.2.4 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	Partnership framework Budget and Priorities Consultation	
6.2.5 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period	Annual report Annual financial statements Annual business plan Annual plan	
6.2.6 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so	Constitution Customer Service Excellence Freedom of Information Act/Publication Scheme Officer Code of Conduct Member Code of Conduct Training undertaken Whistle blowing Policy Anti Fraud and Corruption Policy ICT Security Policy	
6.3.1 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	Joint Staff Consultative Committee Management of Change process	



Minutes

Local Development Framework Sub- Committee 30th May 2013

Present:

Councillors	Present	Councillors	Present
D L Bebb	Apologies	Lady Newton	Yes
G Butland	Apologies	W D Scattergood	Yes
A V E Everard	Yes (until 7.52pm)	C Siddall	Yes
M C M Lager	Yes	M Thorogood	Apologies
J M Money	Yes	R G Walters (Chairman)	Yes

Councillors Abbott, Horner, Howell, Rose and Wright were also in attendance.

1 **DECLARATIONS OF INTEREST**

INFORMATION: The following interests were declared:

Councillor J E Abbott declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans for Rivenhall, Rivenhall End, Rivenhall Airfield and Witham as a Member of Rivenhall Parish Council; a Member of Essex County Council (the education Authority); as an Ordinary Member of Witham and Countryside Society; and as a person who had personally submitted representations on the Plan.

Councillor M C M Lager declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans for Rivenhall, Rivenhall End, Rivenhall Airfield and Witham and, in particular, sites at Witham as a Member of Witham Town Council which had been consulted on the proposed development sites and had submitted representations.

Councillor J M Money declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans for Rivenhall, Rivenhall End, Rivenhall Airfield and Witham and, in particular, sites at Witham as a Member of Witham Town Council which had been consulted on the proposed development sites and had submitted representations; and as she lived on the edge of site WIS6H – Growth Location at Lodge Farm, off Hatfield Road, Witham.

Councillor Lady Newton declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans for Rivenhall,

Rivenhall End, Rivenhall Airfield and Witham as Braintree District Council's Cabinet Member for Planning and Property with responsibility for asset management and affordable housing; and as a Member of Essex County Council (the education Authority).

Councillor R G Walters declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans for Rivenhall, Rivenhall End, Rivenhall Airfield and Witham as Member of Essex County Council (the education Authority).

Councillor R Wright declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans for Rivenhall, Rivenhall End, Rivenhall Airfield and Witham as a Member of Rivenhall Parish Council.

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

2 **MINUTES**

DECISION: The Minutes of the meeting of the Local Development Framework Sub-Committee held on 8th May 2013 were confirmed as a correct record and signed by the Chairman.

3 **QUESTION TIME**

INFORMATION: There were nine statements 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.

4 **SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT PLAN DRAFT - INSET PLANS FOR RIVENHALL, RIVENHALL END, RIVENHALL AIRFIELD and WITHAM**

(Councillor James Abbott (District Council Ward Councillor for Bradwell, Silver End and Rivenhall) attended the meeting and spoke on this item).

(Councillor Robert Wright (District Council Ward Councillor for Bradwell, Silver End and Rivenhall) attended the meeting and spoke on this item and, in particular, sites at Rivenhall).

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 Rivenhall, Rivenhall End, Rivenhall Airfield and Witham.

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.

During the consideration of the report, particular reference was made to the site adjacent to the Old Rectory, Rectory Lane, Rivenhall which had been submitted as an additional site. It was agreed that this site should not be included within the development boundary, or allocated as a residential site of 10 or more dwellings. However, it was acknowledged that, if approved, the development would have a considerable impact on Witham and that Witham Town Council should have been consulted on the proposal. The Officers indicated that this consultation would be undertaken.

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 villages of Rivenhall, Rivenhall End and Rivenhall Airfield, and the town of Witham be approved, subject to the recommendations relating to Witham being amended as follows:-

Witham

Site WCH3HAIt – Bellfields, Braintree Road, Witham

1. That the area of land at Bellfields fronting Braintree Road be allocated as Visually Important Space.
2. That the community use allocation of the land at Bellfields which accommodates the former school be changed to educational use, subject to a report being submitted to a future meeting of the Sub-Committee on the extent of land required for educational purposes.

Amendment to Primary Shopping Area

That this item be deferred to a future meeting as the maps circulated with the report were incorrect.

The meeting commenced at 6.00pm and closed at 8.22pm.

NOTE: This meeting was not webcast, but an audio recording was taken.

Councillor R G Walters

(Chairman)

APPENDIX

LOCAL DEVELOPMENT FRAMEWORK SUB-COMMITTEE

30TH MAY 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 Rivenhall, Rivenhall End, Rivenhall Airfield and Witham

Rivenhall

Statement by Councillor Robert Wright, 303 Rickstones Road, Rivenhall (Re. various sites in Rivenhall)

Rivenhall and Witham

Statement by Councillor James Abbott, 1 Waterfall Cottages, Park Road, Rivenhall (Re. various sites in Rivenhall and Witham)

Witham

- (i) Statement by Mr Kenneth Davies, Chairman of Humber Road Estate Community Initiative, 40 Ouse Chase, Witham (Re. Site WIW1H – land off Teign Drive, Witham) (Objector)
- (ii) Statement by Mr Dennis Miller, Representing the Residents of Helen Court, Witham, 2 Sauls Bridge Close, Witham (Re. Site - WCH2HAlt – Gimsons (Land off Kings Chase/River View), Witham) (Objector)
- (iii) Statement by Mrs Louise McKinlay, Director Bascule Properties Ltd, Land to the rear of 51 Newland Street, Witham (Re. Site WCH9HAlt - Land to the rear of HSBC Bank, Newland Street, Witham) (Objector)
- (iv) Mr Geoff Shaw, 17 Armiger Way, Witham (Re. Site WCH27X - Former Magistrates' Court, Newland Street, Witham) (Objector)
- (v) Statement by Mr Ian Marsden, 30 Pinkham Drive, Witham (Re. Various Sites in Witham including:- growth location off Forest Road; WCH2HAlt – Gimsons (Land off Kings Chase/River View); WIS6H- Lodge Farm, Hatfield Road) (Objector)
- (vi) Statement by Mr Martin Addison, Ramsden Mills, Braintree Road, Witham (Re. Site WCH7E – Ramsden Mills, Albert Road (proposed employment site), Witham) (Objector)
- (vii) Statement by Mrs Noble (address not supplied) (Re. general objection to further development in Witham) (Objector)

For further information regarding these Minutes please contact Alison Webb, Member Services on 01376 552525 Ext. 2614 or E-Mail alison.webb@braintree.gov.uk

Minutes

Developing Democracy Group

11th June 2013



Present:

Members	Present	Members	Present
Councillor J E Abbott	Yes	Councillor M C M Lager	Yes
Councillor P R Barlow	Yes	Councillor V Santomauro	Apologies
Councillor J C Beavis	Yes	Councillor C Siddall	Yes
Councillor G Butland (Chairman)	Yes	Councillor G A Spray	Yes
Councillor Dr R L Evans	Yes		

1. **DECLARATIONS OF INTEREST**

INFORMATION: There were no interests declared.

2. **MINUTES**

DECISION: That the Minutes of the meeting of the Developing Democracy Group held on 8th January 2013 be approved as a correct record and signed by the Chairman.

3. **REVIEW OF MEMBER APPOINTMENTS TO EXTERNAL ORGANISATIONS**

INFORMATION: It was agreed that the review should include consideration of the following:

- Service Level Agreements instead of member representation where appropriate;
- Situations where the Council and the external organisation is in a landlord – tenant (leasehold) relationship;
- Possible conflicts of interests when members become trustees of an organisation;
- Where member representation enabled the Council to influence decisions in the organisations.

Members noted that consideration of where the council provided an “asset” applied in its widest sense eg funding, staffing, facilities etc.;

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It was agreed that the review would include consultation with the relevant members and organisations to consider the benefits of member appointments.

Members also agreed that there should be periodic reports to the Developing Democracy Group on the progress of the review.

DECISION:

1. That a review of member appointments to external organisations be carried out.
2. That amongst other factors, the review takes account of the following in assessing the Council's interest in the organisation:
 - Whether the Council provides assets, money and/or staff to the organisation;
 - whether there are joint funds at stake;
 - whether there is a risk carried by the council in the organisation's actions;
 - whether a specific project is being carried out by or with the organisation, the outcome(s) of which fits the Council's priorities and benefits residents;
 - whether there is a contractual or other form of legal relationship;
3. That the review clarifies the role and purpose of members being appointed by Council to external organisations.
4. That the review determines if there are other organisations beyond those on the current list that should have council appointed members on them.
5. That where the review identifies organisations where council or appointed members are not appropriate, the impacts on those organisations is considered.
6. That the review is completed in time for implementation following the outcome of the Local Government Boundary Commission for England (LBCGE) review of the size of the Council and the next District Elections in 2015.

REASON FOR DECISION: To agree the review of member appointments to external organisations and the criteria for the review.

2. DISTRICT ELECTORAL BOUNDARY REVIEW

INFORMATION: Members were advised that the authority had just been informed that the LGBCE had met earlier that day and agreed to proceed to consultation on warding arrangements based on a council size of 50 councillors.

Members agreed that it is not the role of officers to produce ward maps in support of the review.

Electorate forecast and supporting methodology has been submitted to the LGBCE.

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Members also agreed that the role of the Developing Democracy Group is to receive reports on the review and that it would be for each political group to make its own representations to the LGBCE in the consultation.

The following actions for officers were agreed:

- That the information received from the LGBCE be emailed to all members;
- that Parish and Town Councils be informed of the information received from the LGBCE through the Braintree Association of Local Councils;
- that a press release on the information received be issued;
- That the LGBCE be contacted to arrange a further presentation in the next month or so by the LGBCE to which all Members and representatives from Parish and Town Councils be invited. The Lead Commissioner should be invited to attend the presentation.

DECISION: That the progress on the Boundary Review be noted.

REASON FOR DECISION: To inform Members of progress and the next stages of the Boundary Review.

The meeting commenced at 5.00pm and closed at 5.40pm.

G BUTLAND
(Chairman)

Minutes

Local Development Framework Sub-Committee 13th June 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	Yes
J M Money	Yes	R G Walters (Chairman)	Yes

Councillors Banthorpe, Bowers-Flint, Fincken, Ramage and Wilson were also in attendance.

5 **DECLARATIONS OF INTEREST**

INFORMATION: The following interests were declared:

Councillor G Butland declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans as a Member of Great Notley Parish Council which had submitted representations; and Agenda Item 6 - Site Allocations and Development Management Plan: Report on Halstead Bypass and Coggeshall Infrastructure as he was the Chief Executive Officer of a charity with shop premises in High Street, Halstead.

Councillor Lady Newton declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan as the District Council's Cabinet Member for Property and Place with responsibility for affordable housing and strategic planning; and as the Essex County Council elected Member for the Braintree Eastern Division.

Councillor W D Scattergood declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and specifically references to Castle Hedingham, Gestingthorpe and Wickham St Paul as supporters and objectors to sites in these villages were known to her in her capacity as the District Council elected Member for the Hedingham and Maplestead Ward.

Councillor M Thorogood declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans and Agenda Item 6 - Site Allocations and Development Management Plan: Report on Halstead Bypass and Coggeshall Infrastructure as she was working with Greenfields Community Housing on the redevelopment of garage areas.

For further information regarding these Minutes please contact Alison Webb, Member Services on 01376 552525 Ext. 2614 or E-Mail alison.webb@braintree.gov.uk

Councillor R G Walters declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans as a Member of Great Notley Parish Council which had submitted representations.

Councillor S A Wilson declared a non-pecuniary interest in Agenda Item 6 - Site Allocations and Development Management Plan: Report on Halstead Bypass and Coggeshall Infrastructure as District Council elected Member for the Coggeshall and North Feering Ward. Councillor Wilson indicated that she had asked to speak at the meeting as a Parish Councillor for Coggeshall.

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

6 **MINUTES**

DECISION: The Minutes of the meeting of the Local Development Framework Sub-Committee held on 30th May 2013 were confirmed as a correct record and signed by the Chairman.

7 **QUESTION TIME**

INFORMATION: Eighteen statements were made. Members of the Sub-Committee agreed that the public should speak immediately prior to each village/issue being considered rather than during Question Time. 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.

8 **SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT PLAN DRAFT - INSET PLANS FOR THE PROPOSED GYPSY AND TRAVELLER SITE AT TWIN OAKS, STISTED AND THE VILLAGES OF STISTED, AUDLEY END AND GESTINGTHORPE, BIRDBROOK AND NEW ENGLAND, BLACK NOTLEY, CASTLE HEDINGHAM, FINCHINGFIELD AND CORNISH HALL END, GOSFIELD, GREAT NOTLEY, GREENSTEAD GREEN, HELIONS BUMPSTEAD, LITTLE YELDHAM AND OVINGTON, RAYNE, RIDGEWELL, STURMER, TOPPESFIELD, WETHERSFIELD AND BLACKMORE END, WHITE COLNE AND WICKHAM ST PAUL**

Councillor Michael Begley, representing Rayne Parish Council, attended the meeting and spoke on this item and, in particular, Site RAY8X – land East of School Road, Rayne and Site RAY9X - land at Fairy Hall Lane, Rayne.

Councillor S Bolter, representing Gestingthorpe Parish Council, attended the meeting and spoke on this item and, in particular, sites at Gesingthorpe and Audley End.

Councillor A Strudwick representing Gosfield Parish Council attended the meeting and spoke on this item and, in particular, the Visually Important Space designation – land fronting The Firs, The Street, Gosfield.

For further information regarding these Minutes please contact Alison Webb, Member Services on 01376 552525 Ext. 2614 or E-Mail alison.webb@braintree.gov.uk

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 the proposed Gypsy and Traveller site at Twin Oaks, Stisted and for the villages of Stisted, Audley End and Gestingthorpe, Birdbrook and New England, Black Notley, Castle Hedingham, Finchingfield and Cornish Hall End, Gosfield, Great Notley, Greenstead Green, Helions Bumpstead, Little Yeldham and Ovington, Rayne, Ridgewell, Sturmer, Toppesfield, Wethersfield and Blackmore End, White Colne and Wickham St Paul.

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 draft Inset Plans and recommendations as set out in the report for the proposed Gypsy and Traveller site at Twin Oaks, Stisted and the villages of Stisted, Audley End and Gestingthorpe, Birdbrook and New England, Black Notley, Castle Hedingham, Finchingfield and Cornish Hall End, Gosfield, Great Notley, Greenstead Green, Helions Bumpstead, Little Yeldham and Ovington, Rayne, Ridgewell, Sturmer, Toppesfield, Wethersfield and Blackmore End, White Colne and Wickham St Paul be approved, subject to the recommendations relating to the proposed Gypsy and Traveller Site at Twin Oaks, Stisted, Castle Hedingham, Little Yeldham and Ovington, and White Colne being amended as follows :-

Proposed Gypsy and Traveller Site at Twin Oaks, Stisted

That the allocation of Twin Oaks Gypsy and Traveller site, Stisted be approved as set out on Inset Map 57a of the draft Site Allocations and Development Management Plan, subject to this allocation being restricted to the existing 21 pitches located on land known as Twin Oaks 1 and Twin Oaks 2, and to there being no further expansion of the site.

Castle Hedingham (for clarity only)

- (1) That the development boundary at Site CAS8X - Nunnery Farm, Castle Hedingham be amended to re-instate the envelope boundary as set out in the Local Plan Review 2005 and agreed by the Local Development Framework Sub-Committee on 25th July 2012 and as shown on the revised Inset Map 15 (Page 38) of the Appendix to the report.
- (2) That alternative Sites CAS4AHAlt, CAS4BHAlt, CAS5HAlt, CAS6HAlt and CAS7HAlt be not allocated for residential development.
- (3) That no other alternative sites in Castle Hedingham be allocated for development.

Little Yeldham and Ovington (typographical amendment only)

- (1) That no changes be made to the development boundary for Little Yeldham as set out on Inset Map 41 of the draft Site Allocations and Development Management Plan.
- (2) That neither Sites OVI1HAlt, OVI2HAlt and OVI3HAlt, nor any other alternative sites in Ovington, be allocated for residential development.
- (3) That Ovington and North End be maintained as settlements without a development boundary.

White Colne

- (1) That Site WHC4X - land to the rear of 65 Colchester Road, White Colne be not included within the development boundary for White Colne as shown on Inset Map 23.
- (2) That the allocation of Site WHC3H - land South of Colchester Road, White Colne as a housing site of 10+ dwellings be deleted.

9 **SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT PLAN DRAFT -
REPORT ON HALSTEAD BYPASS AND COGGESHALL INFRASTRUCTURE**

Councillor Malcolm Fincken (District Council Ward Councillor for Halstead Trinity and Halstead Town Councillor) attended the meeting and spoke on this item in support of the retention of Halstead Bypass.

Statement by Councillor Joe Pike (Essex County Council elected Member for the Halstead Division) attended the meeting and spoke on this item in support of the retention of Halstead Bypass.

Statement by Councillor Susan Wilson, (District Council Ward Councillor for Coggeshall and North Feering and Coggeshall Parish Councillor) attended the meeting on behalf of Coggeshall Parish Council and spoke, in particular, against the allocation of Site COG12H – Cookfield, East Street, Coggeshall and Site COG13HAlt – West Street, Coggeshall adjacent to No. 78 West Street.

(1) Halstead Bypass

For further information regarding these Minutes please contact Alison Webb, Member Services on 01376 552525 Ext. 2614 or E-Mail alison.webb@braintree.gov.uk

INFORMATION: Members were reminded that on 11th April 2013 the Local Development Framework Sub-Committee had agreed to delete the proposed Halstead Bypass from the Proposals Map and from Policy ADM49 as it was unfunded and therefore undeliverable within the Plan period. This decision had been in response to objections submitted by Essex County Council and Suffolk County Council to the designation of the bypass in the draft Plan. Essex County Council Highway Officers had also reported at that time, that the County Council intended to abandon the route formally.

However, it was now understood that formal abandonment of the route had not been approved and that the route should continue to be disclosed on land charge property searches.

DECISION: That consideration of this matter be deferred to seek clarification from Essex County Council as to whether the formal decision not to abandon the route of Halstead Bypass has been made by an elected Member(s).

(2) The Dutch Nursery, West Street, Coggeshall

INFORMATION: On 26th March 2013 the Local Development Framework Sub-Committee had agreed that proposals put forward by the owner for the development of Site COG21X - The Dutch Nursery, West Street, Coggeshall be investigated and a report submitted to a future meeting.

The owners of The Dutch Nursery wished to make the best use of the land and proposed that the Nursery and an adjoining area of land in West Street should be included in the development boundary for Coggeshall.

It was reported that there was potential to further develop the site, excluding an area at risk of flooding, by the possible conversion of one or more commercial buildings to residential use, developing areas of derelict greenhouses and adding commercial uses. However, Members were advised that such proposals would not require an extension to the development boundary, or a specific site allocation. Instead, they could be dealt with through pre-application advice and the submission of planning applications.

DECISION: That no site allocations, or changes to the development boundary, be made with respect to The Dutch Nursery, West Street, Coggeshall.

(3) Coggeshall – Impact of Proposed Housing Allocations on School Places

INFORMATION: Consideration was given to a report on the potential impact of housing site allocations in Coggeshall on the provision of primary school places in the village.

Members were reminded that at its meeting on 26th March 2013, the Local Development Framework Sub-Committee had agreed to retain the allocation of land at Site COG12H – Cookfield, East Street, Coggeshall for development and to allocate land at Site COG20HAIt – Walford Way, Coggeshall within the Site

Allocations and Development Management Plan. It was anticipated that 12 dwellings could be developed on the East Street site and that 20 dwellings net could be provided at Walford Way. Planning permission had subsequently been granted for the Walford Way development. The Sub-Committee had also agreed to allocate land at Site COG13HAlt – West Street, Coggeshall adjacent to No. 78 West Street as a housing site for 10 or more dwellings based on the provision of 40 dwellings on 3.0 hectares.

As there had been a significant increase in the number of proposed new dwellings within Coggeshall to a total of 72, Essex County Council had been consulted again on the draft housing allocations. In response, Essex County Education had stated that the cumulative impact of the three development sites was likely to lead to significant problems in the provision of sufficient primary school places in the village. It was reported that St Peter's School, Coggeshall, together with neighbouring Feering Church of England Primary School and Kelvedon St Mary's Church of England Primary School, would continue to admit up to, or close to, their published admission numbers for the foreseeable future. Furthermore, it would not be possible to expand the size, or number of classrooms at St Peter's School, as it was located on a very restricted site.

Members were advised that, in view of the information provided by County Education, they should consider reviewing site allocations in Coggeshall in order to reduce the number of dwellings to be provided. It was reported that both the smaller and larger sites identified at West Street (COG13HAlt) were considered less suitable than the East Street site due to the potential effect of development on agricultural land, the lack of a defined boundary, landscape impact and impact on a listed building. It was acknowledged that sufficient capacity had already been identified within the Key Service Villages, which included Coggeshall, to meet the requirement for new dwellings as set out in the Core Strategy.

DECISION: That the allocation of Site COG13HAlt – West Street, Coggeshall adjacent to No. 78 West Street for housing be deleted in its entirety from the draft Site Allocations and Development Management Plan and that the development boundary for West Street, as set out on Inset Map 16 of the draft Plan, be retained.

(NOTE: The housing allocations at Site COG12H – Cookfield, East Street, Coggeshall and Site COG20HAlt – Walford Way, Coggeshall have not been deleted).

The meeting commenced at 7.00pm and closed at 10.10pm.

Councillor R G Walters

(Chairman)

APPENDIX

LOCAL DEVELOPMENT FRAMEWORK SUB-COMMITTEE

13TH JUNE 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 Draft - Inset Plans for the Proposed Gypsy and Traveller Site at Twin Oaks, Stisted and the Villages of Stisted, Audley End and Gestingthorpe, Birdbrook and New England, Black Notley, Castle Hedingham, Finchingfield and Cornish Hall End, Gosfield, Great Notley, Greenstead Green, Helions Bumpstead, Little Yeldham and Ovington, Rayne, Ridgewell, Sturmer, Toppesfield, Wethersfield and Blackmore End, White Colne and Wickham St Paul

Gestingthorpe

Statement by Councillor S Bolter for Gestingthorpe Parish Council (Re. Sites at Gesingthorpe and Audley End (objector to allocations))

Statement by Mr E J B Hoogerwerf, Baytree House, Audley End, Gestingthorpe (Re. Sites GES5X and GES6X - Audley End, Gesingthorpe (objector to allocation))

Black Notley

Statement by Mr Gerraghty (address not supplied) (Re. Site BLA3HAlt - land fronting Brain Valley Avenue, Black Notley) (site promoter))

Gosfield

Statement by Councillor A Strudwick for Gosfield Parish Council (Re. Visually Important Space designation – land fronting The Firs, The Street, Gosfield) (objector to allocation))

Statement by Mr Michael Calder (address not supplied) (Re. Site GOS5HAlt – land North-West of Gosfield (Agent for land owner and site promoter the Wilson Backhouse Trust))

Great Notley

Statement by Mr Paul Hales, Paul Hales Associates, Goslings Farm, Bradwell, Braintree (Re. Site GRN2HAlt - land at London Road, adjacent to the King William Public House, Great Notley (Braintree) (site promoter))

Helions Bumpstead

Statement by Mr Mel Vinton, Stoneyfield, High Street, Fowlmere, Royston, Herts. (Re. Site HEL10X – Allemagne, Timbers and adjacent land, Pale Green, Helions Bumpstead (site promoter/landowner))

Rayne

Statement by Councillor Michael Begley for Rayne Parish Council (Re. Site RAY8X – land East of School Road, Rayne and Site RAY9X - land at Fairy Hall Lane, Rayne (objector to allocations))

Ridgewell

Statement by Mr Derek Mason, Pineside, Ashen Road, Ridgewell (Re. Site RID5X - Pineside, Ashen Road, Ridgewell (site promoter/landowner))

Sturmer

Statement by Ms Gabrielle Rowan, Pegasus Group, 3 Pioneer Court, Chivers Way, Histon, Cambridge (Re. Site STU1HAIt – land adjacent to Crunch Croft, Sturmer (Agent for site promoter Construct Reason Ltd and Mr D Jones))

Toppesfield

Statement by Mr Paul Belton, Januarys, 54-62 Newmarket Road, Cambridge (Re. Site TOP1X – land to the West of The Causeway, Toppesfield and Site TOP2X – land to the East of The Causeway, Toppesfield (Agent for land owner/site promoter))

White Colne

Statement by Mr William Paxton, 61A Colchester Road, White Colne (Re. Site WHC4X – land to the rear of 65 Colchester Road, White Colne (objector to allocation))

Statement by Mr John Wild (address not supplied) (Re. Site WHC3H – land South of Colchester Road, White Colne (objector to allocation))

2 Statements Relating to Item 6 - Site Allocations and Development Management Plan Draft - Report on Halstead Bypass and Coggeshall Infrastructure

Halstead Bypass

Statement by Councillor Joe Pike 21 Bois Field Terrace, Halstead, Essex County Council elected Member for the Halstead Division (supporting the retention of Halstead Bypass)

Statement by Councillor Malcolm Fincken, 5 Knowles Close, Halstead, District Council elected Member for Halstead Trinity Ward and Halstead Town Councillor (supporting the retention of Halstead Bypass)

Coggeshall Infrastructure

Statement by Councillor Susan Wilson, 15 Knights Road, Coggeshall for Coggeshall Parish Council (Re. Site COG12H – Cookfield, East Street, Coggeshall and Site COG13HAlt – West Street, Coggeshall adjacent to No. 78 West Street (objector to allocations))

Statement by Mr Edward Gittins, Edward Gittins and Associates, Unit 5, Patches Yard, Glemsford, Suffolk (Re. Site COG13HAlt – West Street, Coggeshall adjacent to No. 78 West Street (Agent for land owner/site promoter))

Statement by Mr D Stebbing, c/o 76 West Street, Coggeshall (Re. Site COG13HAlt – West Street, Coggeshall adjacent to No. 78 West Street (Agent for objectors to allocation))

Minutes

Local Development Framework Sub- Committee 17th June 2013



Present:

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

Councillors Baugh, Horner, D Louis and Spray were also in attendance.

10 **DECLARATIONS OF INTEREST**

INFORMATION: The following interests were declared:

Councillor J Baugh declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans and, in particular, sites located in Bocking as District Council Ward Councillor for Bocking South, and as he had been contacted by an objector.

Councillor D L Bebb declared a non-pecuniary interest in Agenda Item 5 – Site Allocations and Development Management Plan and Draft Inset Plans and, in particular, sites located in Hatfield Peverel and Nounsley and access to Arla Dairies, Bury Lane, Hatfield Peverel in his capacity as District Council Ward Councillor for Hatfield Peverel. Councillor D L Bebb stated that he would take part in the discussion on these sites, but not vote.

Councillor Lady Newton declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans as the Essex County Council elected Member for the Braintree Eastern Division and a member of the County Council's Development and Regulatory Committee.

Councillor G A Spray declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans and, in particular, sites located in Earls Colne as District Council Ward Councillor for The Three Colnes.

Councillor R G Walters declared a non-pecuniary interest in Agenda Item 5 - Site Allocations and Development Management Plan and Draft Inset Plans as the Essex County Council elected Member for the Great Notley and Three Fields Division.

In accordance with the Code of Conduct, all Councillors remained in the meeting and took part in the discussion, unless stated otherwise, when the matters were considered.

11 **MINUTES**

INFORMATION: The Minutes of the meeting of the Local Development Framework Sub-Committee held on 13th June 2013 were not available for approval and were deferred until the next meeting.

12 **QUESTION TIME**

INFORMATION: Twenty two statements were made. Members of the Sub-Committee agreed that the public should speak immediately prior to each village/site being considered rather than during Question Time. 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.

13 **SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT PLAN DRAFT - INSET PLANS FOR HATFIELD PEVEREL, NOUNSLEY, BRAINTREE AND BOCKING, CRESSING AND CRESSING TYE, SHALFORD CHURCH END, GREAT YELDHAM, AND EARLS COLNE – SITES EAR3H AND EAR1H, PLUS ADDITIONAL COMMENTS BY GREENFIELDS COMMUNITY HOUSING, AND OTHER SETTLEMENTS WITHIN THE DISTRICT WITHOUT DEVELOPMENT BOUNDARIES**

Councillor John Baugh (District Council Ward Councillor for Bocking South) attended the meeting and spoke on this item and, in particular, Site BON16H – land rear of 45-59 Broad Road, Bocking.

Councillor Graham Bushby, representing Hatfield Peverel Parish Council, attended the meeting and spoke on this item and, in particular, Sites HAT14H – land at Waycott/Vineyards, Hatfield Peverel, HAT17H - land at Sorrells Field, Bury Lane, Hatfield Peverel and HAT4MAIt – land at Woodend Farm, Hatfield Peverel.

Councillor Philip Rawlinson, representing Great Yeldham Parish Council, attended the meeting and spoke on this item and, in particular, Sites GRY3H - Nuns Walk Field, Great Yeldham and GRY5X - Hunnable Industrial Estate, Great Yeldham.

Councillor Gabrielle Spray, (District Council Ward Councillor for The Three Colnes) attended the meeting and spoke on this item and, in particular Sites EAR1H(N) and EAR1H(S) - land South of Halstead Road, Earls Colne.

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 the villages/town of Hatfield Peverel, Nounsley, Braintree and Bocking, Cressing and Cressing Tye, Shalford Church End, Great Yeldham, and Earls Colne – Sites EAR3H

and EAR1H, plus additional comments by Greenfields Community Housing, and other settlements within the District without development boundaries

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.

A written statement received from Councillor Everard, District Council Ward Councillor for Bocking North regarding Site BON16H – land rear of 45-59 Broad Road, Bocking and Site BON5CH – land at Polly's Hill, Church Lane, Bocking was read to the Sub-Committee during the consideration of this item.

During the consideration of Site BON16H – land rear of 45-59 Broad Road, Bocking, reference was made to an E-Mail which had been received from Councillor Abbott, District Council Ward Councillor for Bradwell, Silver End and Rivenhall. Councillor Abbott considered that the site had high landscape character and visual sensitivity, being situated at the top of a steep slope overlooking the river valley, and that there were views to it from surrounding land and public rights of way. Councillor Abbott queried whether the public footpath leading from the road was within the site (it was confirmed by an Officer that this footpath was not within the site). Councillor Abbott requested that the allocation of Site BON16H for development should be removed, or that the site should be reconsidered at a future meeting of the Sub-Committee.

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 draft Inset Plans for the villages/town of Hatfield Peverel, Nounsley, Braintree and Bocking, Cressing and Cressing Tye, Shalford Church End, Great Yeldham, and Earls Colne – sites EAR3H and EAR1H, plus additional comments by Greenfields Community Housing, and other settlements within the District without development boundaries and the specific recommendations set out in the report relating to these settlements, be approved, subject to the recommendations relating to Hatfield Peverel, Nounsley, Braintree and Bocking, Shalford Church End, Great Yeldham, Earls Colne and Greenfields Community Housing being amended as follows :-

Hatfield Peverel

- (1) That the amended draft Site Allocations and Development Management Plan Inset Map for Hatfield Peverel, as shown in the Appendix to the report, be approved including the following amendments:-
 - a - Allocation of the cricket ground for formal recreation;
 - b - Proposed extension to the burial ground;
 - c – Allocation of the allotments off Church Street;
 - d – Inclusion of The Duke of Wellington Public House garden within the Local Centre boundary and exclusion of the belt of trees along the A12;
 - e - Retention of the allocation of Site HAT17H – land at Sorrells Field, Bury Lane, Hatfield Peverel including the property known as Mortiers, as a residential site of 10 or more dwellings and the identification of structural landscaping screening adjacent to the A12.
- (2) That the allocation of Site HAT14H - land at Waycott/Vineyards, Hatfield Peverel as a residential site of 10 or more dwellings including structural landscaping screening adjacent to the A12 be deleted from the Plan.
- (3) That no other alternative sites in Hatfield Peverel be allocated for development

NOTE: It was agreed that Site HAT20X – land adjacent to Walnut Tree Cottage, The Street, Hatfield Peverel should not be included within the development boundary.

Nounsley

- (1) That consideration of Site HAT15HAlt - land adjacent to Badgers Oak, Nounsley Road, Nounsley, and the possible inclusion of properties known as Badgers Oak, The Bourne, Red Robins, Timbers and Barns and Gate Farmhouse, Nounsley Road, Nounsey within the development boundary, be deferred.
- (2) That no other alternative sites in Nounsley, including Sites HAT11HAlt - land to South-East of The Sportsman's Arms Public House, Sportsman's Lane, Nounsley; HAT19X - land at Priory Farmhouse, Sportsman's Lane, Nounsley; and HAT21X – The Sportsman's Arms Public House, Sportsman's Lane, Nounsley, be allocated for development.

Braintree and Bocking

- (1) That the allocation of Site BON16H – land to the rear of 45-59 Broad Road, Bocking be deleted from the draft Site Allocations and Development Management Plan.

- (2) (Site BON5CH – land at Polly’s Hill, Church Lane, Bocking)

That the following requirement (additional wording in italics) be added to Policy ADM6:-

Care Homes and Specialist Housing Allocations

An extension to St Dominic’s Care Home in Kelvedon and land at Polly’s Field off Church Lane, Bocking have been allocated for Care Homes on the Proposals Map. Within these areas, proposals will only be acceptable for specialist housing. *Development at Polly’s Field will be limited to two storeys in height to limit the impact upon the character of this area of Church Lane and the wider landscape.* General needs housing will not be permitted on any part of the site.

- (3) That consideration of Site BON8HAIt – Bakehouse and Unit 1, Bovingdon Road, Bocking be deferred.
- (4) That consideration of Site BON19HAIt – Former Landfill Site, Bovingdon Road, Bocking be deferred.
- (5) That the existing commercial/leisure use allocation at Site BON12MAIt – Towerlands, Panfield Lane, Bocking be retained
- (6) That no other alternative sites in Bocking North, including Sites BON4HAIt, BON7MAIt, BON9HAIt, BON11HAIt and BON34X – land at Straits Mill, Convent Lane, or to the East of Broad Road/Highfields Stile Farm Road, Bocking, Braintree be allocated for development in the draft Site Allocations and Development Management Plan.
- (7) That consideration of Site BRC80E - Broomhills Industrial Estate, Pod’s Brook Road/Rayne Road, Braintree be deferred.
- (8) That the allocation of Site BRE26H - land at Braintree Tennis Club, Cressing Road, Braintree as a residential site of 10 or more dwellings be extended to include an additional area of land as shown on page 70 of the Appendix to the report.
- (9) That an additional area of parking be allocated at Braintree Freeport Outlet Village on land adjacent to Freeport Railway Station, Braintree, as shown on page 72 of the Appendix to the report.
- (10) (Greenfields Community Housing Sites)

That the incorrect education designation be removed from Greenfields Community Housing land to the rear of Nos. 95 to 97 Lister Road, Braintree, as shown on page 74 of the Appendix to the report.

That the incorrect informal recreation and Suitable Accessible Natural Greenspace (SANG) designation be removed from Greenfields Community Housing land to the rear of Nos. 59 to 69 Rifle Hill, Braintree, as shown on page 76 of the Appendix to the report.

That the incorrect allotments allocation be removed from the Greenfields Community Housing car parking area to the rear of Nos. 4 to 8 Dukes Road, Braintree, as shown on page 78 of the Appendix to the report.

- (11) That, with respect to all other sites in Bocking and Braintree, High Garrett and land adjacent to the A120 (West Tey Consortium) no further changes be made to development boundaries, and no additional, or alternative sites be allocated for development.

Shalford Church End

- (1) That Site SHA1 - land between Little Gables and Fox Cottages, Shalford Church End be excluded from the development boundary which will end at Little Gables, subject to the line of the boundary being drawn along the edge of the road as shown on the map circulated at the meeting.
- (2) That the development boundary at Site SHA7HAlt - White Court, Braintree Road, Shalford Church End be amended and the frontage of the site designated as Visually Important Space and informal recreation, as shown on page 93 of the Appendix to the report.

Great Yeldham

- (1) That the allocation of Site GRY3H - Nuns Walk Field, Great Yeldham as a residential site of 10 or more dwellings be retained.
- (2) That land at Site GRY5X - Hunnable Industrial Estate, Great Yeldham be allocated for residential, community and employment uses as shown on page 100 of the Appendix to the report
- (3) That land located at the junction of Toppesfield Road and the A1017, Great Yeldham (GRY1HAlt) be allocated as informal recreation.
- (4) That no other alternative sites in Great Yeldham be allocated for development.
- (5) That the community use designation of the green at Whitlock Drive, Great Yeldham be removed and replaced by an informal recreation designation.
- (6) That further detailed information be sought from the site promoter to ensure that the proposal to redevelop Site GRY5X - Hunnable Industrial Estate, Great Yeldham for residential, community and employment uses is viable.

Earls Colne

- (1) That Site EAR3H - land North of Station Road, Earls Colne be allocated for residential development, informal recreation and structural landscaping as shown on the map circulated at the meeting (removing the informal recreation designation from the area of land South-West of Keepers Cottage).
- (2) That the revised residential development boundary, informal recreation space and structural landscaping at Sites EAR1H(N) and EAR1H(S) – land South of Halstead Road, Earls Colne, as shown on page 112 of the Appendix to the report, be approved.

Greenfields Community Housing

- (1) That the designation of Greenfields Community Housing land adjacent to Church Street, Kelvedon be amended from informal recreation to Visually Important Space.
- (2) That the Visually Important Space designation on Greenfields Community Housing land adjacent to 111 Windmill Road, Halstead be retained.
- (3) That the Visually Important Space designation on Greenfields Community Housing land at Parkfields, Sible Hedingham be retained.
- (4) That the Visually Important Space designation on Greenfields Community Housing land at the junction of De Vere Road and Station Road, Earls Colne be removed.
- (5) That consideration of the designation of Greenfields Community Housing land adjacent to Oxley House, Black Notley be deferred to enable information to be submitted regarding Black Notley Parish Council's application for village green status.

The meeting commenced at 6.00pm and closed at 9.15pm.

Councillor R G Walters

(Chairman)

APPENDIX

LOCAL DEVELOPMENT FRAMEWORK SUB-COMMITTEE

17TH JUNE 2013

PUBLIC QUESTION TIME

Details of Questions Asked / Statements Made During Public Question Time

Statements Relating to Item 5 - Site Allocations and Development Management Plan Draft - Inset Plans For Hatfield Peverel, Nounsley, Braintree and Bocking, Cressing and Cressing Tye, Shalford Church End, Great Yeldham, and Earls Colne – Sites EAR3H and EAR1H, Plus Additional Comments by Greenfields Community Housing, and Other Settlements Within the District Without Development Boundaries

Hatfield Peverel

Statement by Mr Matthew Lee, 5 Yew Tree Close, Hatfield Peverel (Re. Site HAT14H – land at Waycott/Vineyards, Hatfield Peverel (objector))

Statement by Mr Eddie Hymas, 14 Rookery Close, Hatfield Peverel (Re. Site HAT17H - land at Sorrells Field, Bury Lane, Hatfield Peverel (objector))

Statement by Mr James Firth, Strutt and Parker, Coval Hall, Chelmsford (Re. Site HAT17H - land at Sorrells Field, Bury Lane, Hatfield Peverel (Agent for site promoter))

Statement by Mr Richard Gray, (address not supplied) (Re. Sites HAT2HAlt and HAT3HAlt - land South of The Street, West of Garden Field, Stonepath Drive, Hatfield Peverel (land owner/site promoter))

Statement by Councillor Graham Bushby for Hatfield Peverel Parish Council (Re. Sites HAT14H – land at Waycott/Vineyards, Hatfield Peverel, HAT17H - land at Sorrells Field, Bury Lane, Hatfield Peverel and HAT4MAIt – land at Woodend Farm, Hatfield Peverel (objector to allocations))

Nounsley

Statement by Mr Gary Miller, Barnards and Gates Farm, Nounsley Road, Nounsley (Re. Sites HAT11HAlt - land to South-East of The Sportsman's Arms Public House, Sportsman's Lane, Nounsley; HAT19X - land at Priory Farmhouse, Sportsman's Lane, Nounsley; and HAT21X – The Sportsman's Arms Public House, Sportsman's Lane, Nounsley (spokesman for objectors))

Statement by Mr Angus Bates, c/o Mr Chris Loon, Springfields Planning & Development, 15 Springfields, Great Dunmow (Re. Site HAT21X – The Sportsman's Arms Public House, Sportsman's Lane, Nounsley (land owner))

Braintree and Bocking

Statement by Councillor John Baugh, 67 Church Lane, Bocking, Braintree (Re. Site BON16H – land rear of 45-59 Broad Road, Bocking (objector))

Statement by Mr Terry Cooper (address not supplied) (Re. Site BON16H – land rear of 45-59 Broad Road, Bocking (objector))

Statement by Mr Jim Konig, 107 Bridport Way, Braintree (Re. Sites off Broad Road and Convent Lane, Bocking, (Chairman of and spokesman for Convent Lane and Broad Road Action Group (CLABRAG)/objector))

Statement by Mr Tony Joyce, 116 Broad Road, Braintree (Re. Site BON7MAIt – land to the East of Broad Road/Highfields Stile Farm Road, Braintree (CLABRAG Executive Cttee/objector))

Statement by Mr James Firth, Strutt and Parker, Coval Hall, Chelmsford (Re. Site BON4HAIt - land off Convent Lane, Braintree (Agent for site promoter))

Statement by Mr Paul Yeates, Grove House, Bradfords Court, Bradford Street, Braintree (Re. Site BOB7HAIt - land rear of Bradford Street, Braintree (objector))

Cressing and Cressing Tye

Statement by Mr Mark Jackson, Mark Jackson Planning, Gateway House, 19 Great Notley Avenue, Great Notley (Re. Site CRE18X – Ivy Cottage, Long Green, Cressing (Agent for site promoter))

Shalford Church End

Statement by Mrs Heather Legerton, c/o Mr Chris Loon, Springfields Planning & Development, 15 Springfields, Great Dunmow (Re. Site SHA7HAIt - land at White Court, Shalford (land owner/site promoter))

Statement by Dr Peter Mayo, 1 Fox Cottages, Church End, Shalford (Re. Site SHA1 - land between Little Gables and Fox Cottages, Shalford Church End (objector))

Great Yeldham

Statement by Mr James Gray, c/o Strutt and Parker, Coval Hall, Chelmsford (Re. Site GRY3H - Nuns Walk Field, Great Yeldham (land owner/site promoter))

Statement by Councillor Philip Rawlinson for Great Yeldham Parish Council (Re. Sites GRY3H - Nuns Walk Field, Great Yeldham and GRY5X - Hunnable Industrial Estate, Great Yeldham (speaking in support of Site GRY5X))

Earls Colne

Statement by Mr John Wilson, (address not supplied) (Re. Site EAR3H - land North of Station Road, Earls Colne (objector/against allocation of site))

Statement by Mr Andrew Hodgson, Savills, Unex House, 132-134 Hills Road, Cambridge (Re. Site EAR3H - land North of Station Road, Earls Colne (Agent for site promoter))

Statement by Mr Stuart Williamson, AMEC Environment and Infrastructure UK Limited, Gables House, Kenilworth Road, Leamington Spa (Re. Sites EAR1H(N) and EAR1H(S) - land South of Halstead Road, Earls Colne (Agent for site promoter))

Statement by Councillor Gabrielle Spray, 21 Morleys Road, Earls Colne (Re. Sites EAR1H(N) and EAR1H(S) - land South of Halstead Road, Earls Colne (speaking as District Councillor for The Three Colnes Ward))