

CABINET MEETING

The CABINET will meet at COUNCIL CHAMBER, CAUSEWAY HOUSE,
BOCKING END, BRAINTREE, CM7 9HB on Monday 15th July 2013 at 7:15pm

Membership

Portfolio

Leader of the Council	Councillor G Butland (Chairman)
People and Participation	Councillor Mrs J Beavis Councillor P Tattersley
Performance and Efficiency	Councillor D L Bebb Councillor J T McKee
Place	Councillor Mrs W Schmitt Councillor R G S Mitchell
Planning and Property	Councillor Lady Newton Councillor J O'Reilly-Cicconi
Prosperity and Growth	Councillor C Siddall (Deputy Leader of the Council)

Invitees

Other invitees:- Group Leaders, the Chairman of the Overview and Scrutiny Committee, and the Chairman of the Governance Committee.

For enquiries on this agenda please contact:

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This agenda is available on
www.braintree.gov.uk/Braintree/councildemocracy

PUBLIC INFORMATION

Question Time

Immediately after Declarations of Interests, there will be a period of up to 30 minutes when members of the public can speak about Council business or other matters of local concern. Whilst members of the public can remain to observe the whole of the public part of the meeting, Councillors with a Disclosable Pecuniary Interest or other Pecuniary Interest must withdraw whilst the item of business in question is being considered.

Members of the public wishing to speak should contact the Member Services Officer on 01376 552525 or email chloe.glock@braintree.gov.uk at least 2 working days prior to the meeting.

Health and Safety

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Webcast and Audio Recording

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INFORMATION FOR MEMBERS

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

- To declare the existence and nature of any Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest relating to items on the agenda having regard to paragraphs 6 to 10 [inclusive] of the Code of Conduct for Members and having taken appropriate advice where necessary before the meeting.
- Any member with a Disclosable Pecuniary Interest or other Pecuniary Interest to indicate in accordance with paragraphs 10.1(a)(i)&(ii) and 10.2(a)&(b) of the Code of Conduct. Such Member must not participate in any discussion of the matter in which they have declared a Disclosable Pecuniary Interest or other Pecuniary Interest or participate in any vote, or further vote, taken on the matter at the meeting. In addition, the Member must withdraw from the chamber where the meeting considering the business is being held unless the Member has received a dispensation from the Monitoring Officer.

AGENDA

1. APOLOGIES FOR ABSENCE			
2. DECLARATIONS OF INTEREST			
3. PUBLIC QUESTION TIME			
4. MINUTES OF LAST MEETING			
<ul style="list-style-type: none"> To approve as a correct record the minutes of the meeting held on 20th May 2013 (copy previously circulated). 			
No	Title & Purpose of Report	Executive Summary	Public Appendices
5. PEOPLE AND PARTICIPATION			
5a	<p>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.</p> <p>Presented by: Councillor Beavis and Clare Steward, Director of Strategy and Primary Care, Mid Essex Clinical Commissioning Group</p> <p>Officer Contact: Andy Wright</p>	Page 1	Pages 3 – 4
6. OVERALL CORPORATE STRATEGY AND DIRECTION			
6a	<p>Leader’s Update - The Leader of the Council to give a brief update on key issues and activities.</p>	-----	-----
7. PROSPERITY AND GROWTH			
7a	<p>Braintree District Economic Development Prospectus 2013/2026 (Consultation Draft).</p> <p>Presented by: Councillor Siddall</p> <p>Officer Contact: Peter Smith</p>	Page 7	Pages 6 – 12

8. PERFORMANCE AND EFFICIENCY			
8a	Fourth Quarter and Annual Performance Management Report 2012/13 (including presentation on customer satisfaction results). Presented by: Cllr Bebb Officer Contact: Cherie Root	Page 11	Pages 13 – 40
8b	Treasury Management - Investment Policy Amendment to Policy for 2013-14 Presented by: Councillor Bebb Officer Contact: Trevor Wilson	Page 14	Pages 41 – 45
9. PLACE			
9a	Member Review of Recycling – to consider the report of the Informal Working Group Presented by: Cllr Abbott, Chairman of Member Working Group Contact Officer: Paul Partridge	Page 17	Pages 46 – 55
10. CABINET MEMBERS' UPDATES - To receive Cabinet Members' verbal reports on key issues within their portfolio.			
11. CABINET APPOINTMENTS			
11a	Executive Appointments of Representatives to Serve on Partnerships, Panels and Boards Presented by: Cllr Butland Contact Officer: Nicola Beach	Page 20	-----
12. REFERENCES FROM COUNCIL/COMMITTEES/GROUPS			
12a	Recommendations from the Governance Committee – 26th June 2013 – Annual Governance Statement 2012/2013 Presented by: Cllr Johnson Contact Officer: Trevor Wilson	Page 22	Pages 56 – 84

13. REPORTS/ DELEGATED DECISIONS/MINUTES TO BE NOTED			
13a	<u>Minutes from Cabinet Sub Groups</u> To receive the minutes of the following: <ul style="list-style-type: none"> • Local Development Framework Sub-Committee – 30th May 2013; • Developing Democracy Group – 10th June 2013; • Local Development Framework Sub-Committee – 13th June 2013; • Local Development Framework Sub-Committee – 17th June 2013. 	-----	Pages 85 – 89 Pages 90 – 92 Pages 93 – 101 Pages 102 – 111
13b	<u>Delegated Decisions</u> – to note recently made delegated decisions	Page 23	-----
14. URGENT BUSINESS AUTHORISED BY THE CHAIRMAN			
15. EXCLUSION OF PUBLIC AND PRESS TO CONSIDER REPORTS IN PRIVATE SESSION – for reasons set out in Paragraph 3 of Part 1 of Schedule 12(A) of the Local Government Act 1972			

The last page of the public agenda is numbered 24.
 At the time of publication there are no items for Private Session.

Nicola Beach
 Chief Executive

To support the Mid Essex Clinical Commissioning Group Integrated Plan 2013/16 and the establishment of a Braintree District Health and Wellbeing Panel	Agenda No: 5a
<p>Corporate Priority: Promoting safe and healthy living</p> <p>Portfolio Area: People and Participation</p> <p>Report presented by: Councillor Jo Beavis/Clare Steward, Director of Strategy & Primary Care MECCG</p> <p>Report prepared by: Lee Crabb</p>	
<p>Background Papers:</p> <p>Mid Essex Clinical Commissioning Group Integrated Plan http://www.midessexccg.nhs.uk/about-us/how-health-care-is-changing.htm Essex Health and Wellbeing Board http://www.essex.gov.uk/Business-Partners/Partners/Health-wellbeing-Essex/Documents/Essex_Health_Wellbeing_Strategy.pdf Braintree Health Profile www.apho.org.uk/resource/view.aspx?RID=117176 Braintree District Joint Strategic Needs Assessment http://www.essexinsight.org.uk/Resource.aspx?ResourceID=375</p>	Public
<p>Options: To support, or not the Mid Essex Clinical Commissioning Group (MECCG) Integrated Plan and the establishment of a Braintree District Health and Wellbeing Panel (BHWP)</p>	Key Decision: No
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The report provides Members with an update on progress for the District Council's engagement with the new health and wellbeing agenda. • The report gives a brief outline on the major changes to the public health system of delivery and how these manifest locally. • The report asks Members to support the MECCG Integrated Plan for Health Care for the Braintree District, which sets out how healthcare over the next three years will be improved for local residents within the Mid Essex area. • Also in response to the new public health programme the Council is joining forces with local partners to attempt to improve the public health issues affecting the district by creating a BWHP. This report provides an update for Members on how this is progressing. 	

- In addition, to the work underway externally, the report comments on a number of initiatives BDC is taking with its own services and staff to raise the profile of Health and Wellbeing within the organisation.

Decision:

Cabinet is asked to:

1. Support the Mid Essex Clinical Commissioning Group's Integrated Plan.
2. Approve the establishment of a Braintree District Health & Wellbeing Panel.

Purpose of Decision:

Provide support to the MECCG in its mission to provide improved health care for the District's residents. Plus approve the establishment of the BHWP to enable work with partners to develop health initiatives across the District.

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

Financial:	Some financial commitment may be required for projects that may arise from the work of the Braintree Health and Wellbeing Panel. Each project will be considered for funding on its individual merit with contributions being sought from all partners. A reserve of £30,000 has been established to support this work where required.
Legal:	Whilst the legal duty rests with Essex County Council, this is an important agenda for the Council to be involved with.
Equalities/Diversity	The work of both the MECCG and BHWP will be focused on reducing health inequalities in the Braintree District. Consideration will also need to be given to diversity in developing all projects.
Customer Impact:	If the MECCG and BHWP are successful in their objectives, this will have an extremely high and positive customer impact.
Environment and Climate Change:	None at this stage.
Consultation/Community Engagement:	Consultation with communities will be undertaken as part of individual project development as and when required. In establishing the BHWP, engagement with a wide range of partners will be undertaken.
Risks:	If the health inequalities in the District are not addressed, it will lead to increased demand on a range of District Council services.
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1. Background

- 1.1 At a national level, Public Health England (PHE) has been created. This will support Local Authorities and Clinical Commissioning Groups (CCGs) by providing evidence, knowledge and professional advice on what to do to improve and protect health and wellbeing at a local level.
- 1.2 New national targets have been set in terms of the new Public Health Outcomes Framework (PHOF). The framework concentrates on two high-level outcomes to be achieved across the whole public health system. These are to increase healthy life expectancy and reduce the differences in life expectancy and healthy life expectancy between communities.
- 1.3 All improvements to the public's health will be measured against this framework, tracking progress against 66 specific measures. The PHOF recognises that health and wellbeing is more than increasing physical activity and eating well. It also requires actions in tackling the causes of ill health. Therefore, the measures also look at progress on the determinants of health such as school attendance, domestic abuse, homelessness and air pollution.
- 1.4 In addition to PHE, NHS England has been established which has an Essex Area team. They are responsible for commissioning of Primary Care Services such as general practices, dentists and pharmacies. It plays a crucial role of working with the CCGs to ensure the health estate is in place. It does not manage the estate; this is the responsibility of NHS Property Services.

2. Public Health

- 2.1 The Health and Social Care Act 2012 brought about major changes to the local health and social care systems. The main changes were:
 - Changes to the commissioning of NHS services;
 - Changes to who is responsible for delivering local public health;
 - A greater focus on integrated planning, commissioning and provision of clinical services at a local level;
 - A focus on improving health outcomes and reducing health inequalities.
- 2.2 One main change was the transfer of the Public Health function from the NHS to upper tier local authorities. Within Essex, this is Essex County Council who now take the lead for improving and coordinating local efforts to protect the public's health and wellbeing.
- 2.3 A Public Health Team is now situated at County Hall having been transferred from the five Primary Care Trusts. The team of Public Health Specialists and Consultants is responsible for the co-ordination and development of Public Health and Wellbeing services. This includes the mandated services as determined by the Department of Health along with the commissioning of health improvement services such as stop smoking support and weight management services. Partnership working is seen as key to enabling the changes. As a result, Braintree District Council receives one day a week advice and support from an ECC Public Health Specialist to assist in the development of the Public Health agenda at a local district level.
- 2.4 The Act also required Essex County Council to establish a Health and Wellbeing Board. The Board has developed an Essex Joint health and

Wellbeing Strategy. This sets out how the partners will work together to improve health and wellbeing in Essex over the next five years.

3. Mid Essex Clinical Commissioning Group

- 3.1 Another outcome of the Act was the abolishment of Primary Care Trusts (PCTs) and the responsibility for commissioning health services being transferred to CCGs and the NHS Commissioning Board.
- 3.2 CCGs comprise of GPs working closely with professional and clinical colleagues and patients to determine what services are required at a very local level. They are responsible for commissioning a range of clinical services including most hospital and mental health services. Primary care and regional specialist services are now the responsibility of the NHS Commissioning Board.
- 3.3 Moving the primary responsibility for commissioning NHS services from PCTs to CCGs is a significant change for the NHS. Local GPs are now faced with a change from assessing the health needs of their patients, to planning for the health needs of the whole local population.
- 3.4 Within Essex there are seven CCGs. Braintree District is part of the MECCG, which also includes Chelmsford City and Maldon District Councils.
- 3.5 The MECCG has developed an Integrated Plan, which sets out how healthcare over the next three years will be transformed and improved for local residents, in particular terms of:
 - Looking after its frail population
 - Managing long term conditions and anticipating a future increase in prevalence of long terms conditions
 - People getting access to highly efficient, streamlined urgent care – (right time, right care, right place).

A link to the full Plan is contained within the background papers of this report. It contains 108 pages but for ease of reference the MECCG has produced a “Plan on a page” see Appendix A on page 3 of the Public Appendices.

- 3.6 Cabinet is being asked to support this Plan and the Council will then work with the MECCG and other partners to improve services to our residents.

4. Establishment of the district wide Health & Wellbeing Panel

- 4.1 Under the direction of the Joint Locality Board officers have put together a “blueprint” for the creation of a BHWP. Terms of reference are included in page 4 of the Public Appendices. At the time of writing this report work on establishing the panel is being undertaken. A verbal update on progress will be given at the meeting. Although the general health of the residents in the Braintree District is good, we are faced with some big challenges ahead such as a growing frail elderly population, pockets of rural and urban deprivation in the district etc. It is also recognised that BDC will not be able to tackle these issues alone, but in partnership with other local organisations involved in public health we can work together and concentrate our joint resources on those major public health priorities affecting our residents.

- 4.2 The work of the panel will be closely focussed on improving and protecting the health and wellbeing of people in the Braintree District and address and reduce health inequalities, to support people to adopt a healthy lifestyles and protecting them from threats to their health and wellbeing.

The panel will focus on the outcomes of:

- 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;

These priorities have been developed based on current Public Health intelligence.

- 4.3. As outlined in 2.4 of this report, a Health & Wellbeing Board has been established for Essex. The BHWP has been established to complement the Health & Wellbeing Board and to focus on local delivery.
- 4.4 Outside the work of the BHWP, the MECCG has been working with our planning officers to coordinate the approach to the health estate development across the District. This work is looking at both the short term as well and long-term requirements. The MECCG has also agreed to coordinate this work with NHS England (Essex Area Office) and NHS Property Services to ensure a joined up approach.

5. BDC Contribution to the Public Health Agenda

- 5.1 Corporately we are raising the profile of Health & Wellbeing amongst our own staff and services. At a recent managers' conference dedicated to the subject, we were able to map how services currently contribute towards protecting the public's health. Plus officers have started working with managers on new ways in which our own services can contribute to improving the public's health.
- 5.2 Through frontline services, the assets managed and the partnerships co-ordinated, the Council is already having a major impact on the Public's Health in the Braintree District. Some examples include :
- Housing – dealing with all aspects of Housing from homelessness to disrepair;
 - Environmental health – maintaining and improving air quality, food hygiene, health and safety at work;
 - Income and employment - administering benefits and promoting work and jobs in the District;
 - Transport – community transport schemes and administering green travel plans;
 - Planning – creating healthier neighbourhoods and dwellings etc.;
 - Leisure - encouraging physical activity;
 - Parks and Open Spaces – providing green space for recreation and leisure;
 - Street Scene – maintaining clean spaces and play areas;
 - Waste Collection - preventing disease through the removal of refuse;
 - Licensing – controlling alcohol.

6. Corporate – Health & Wellbeing of Staff

- 6.1 The staff health and wellbeing programme is also being rebranding and improved. Officers are seeking to align current activities, policies, events and initiatives under the seven aspects of health and wellbeing – physical, intellectual, social/cultural, environmental, occupational, spiritual and emotional. The project aim is to ensure a relevant, accessible and positive programme and that Council works closely with its various partners to deliver this.
- 6.2 Staff health and wellbeing is a key component to employee engagement and is an important strand in a broader employee engagement strategy, which is one of the priorities in the 2013/14 workforce development plan. A successful health and wellbeing programme can improve performance and motivation, whilst enabling staff to make healthier choices at work and in their personal lives.

Braintree District Economic Development Prospectus 2013/2026 (Consultation Draft)		Agenda No: 7a
Corporate Priority:	Prosperity: Boost employment, skills and support business Promoting and improving our town centres Securing appropriate infrastructure and housing growth	
Report presented by:	Councillor Chris Siddall	
Report prepared by:	Peter Smith, Head of Economic Development and Regeneration	
Background Papers:	Public	
Options: To approve, not approve or amend the Braintree District Economic Development Prospectus 2013/2026 (Consultation Draft)	Key Decision: Yes	
1. Background		
1.1 The Council's Corporate Strategy 2012 to 2016 identifies Prosperity as a corporate priority - seeking to ensure that our economy grows sustainably – and identifies three components to that priority: <ul style="list-style-type: none">• boosting employment and skills and supporting business;• infrastructure and growth;• town centres.		
1.2 The current District Economic Development Strategy, 'Going for Growth, Investing in your future' was published in June 2009. The period since June 2009 has seen significant change in the economic environment: the recession has continued and deepened; Regional Development Agencies have been abolished and replaced by private sector led Local Enterprise Partnerships; and public spending has been cut back significantly. In the light of this challenging environment, there is a need to revise our economic priorities to ensure that they are clear, focussed and deliverable.		
1.3 This report seeks approval to consult on a draft District Economic Development Prospectus (attached at Appendix 1) that would replace the current District Economic Development Strategy. Once approved, the Prospectus would be a key strategy supporting the delivery of the wider Corporate Strategy.		
2. Purpose and format of the Prospectus		
2.1. The District Core Strategy sets out the vision, objectives and strategy for the development of the District up to 2026. Policy CS 4 in the Strategy states that the Council and its partners will support the economy of the District and will aim to		

provide a minimum of 14,000 net additional jobs in the District between 2001 and 2026. The Prospectus will set out how we intend to create the conditions for growth that will provide the jobs growth ambition in the Core Strategy. The Prospectus will have a delivery period up to 2026 that aligns with the Core Strategy and recognises that major infrastructure projects cannot be delivered quickly. The Prospectus will recognise that the District Council alone cannot create those conditions and that economic growth will be private sector led, but that the Council has a key leadership role to play in galvanising partnership delivery.

2.2. It is proposed that the Prospectus is a short, high level document that sets out 3 clear priorities. The Prospectus will be supported by six documents as a 'suite'. These documents will be regularly updated:

- three individual Priority prospectuses that set out more details of priority projects and delivery;
- an inward investment prospectus – a high quality marketing document targeted at potential investors;
- an up to date District Economic Profile;
- an Annual Delivery Plan.

2.3. It is intended that, once approved, the Prospectus structure and content is reflected in a revised web presence for the Council's Economic Development and Regeneration function that will act as a business focussed 'shop window' for the service, geared towards supporting business growth and attracting inward investment.

Draft Prospectus Priorities

3.1. If the Prospectus is to support business growth, attract investment, and create the conditions for substantial jobs growth, it is important that it differentiates Braintree District's offer from its competitors, and articulates a clear rationale for investment in the District. The draft Prospectus proposes that the District's strategic location is the key selling point to attract business investment: close to the regional growth hubs and higher education institutions at Cambridge; Chelmsford and Colchester; between the international transport hubs of Stansted Airport and the Haven Ports; and proximity to London and the South East via rail, trunk roads (A120/A12), and motorway (M11/M25).

3.2. The draft Prospectus identifies barriers to growth and proposes three clear priorities to address those, of which improvements to infrastructure is the key priority:

Priority 1: *Infrastructure* – road improvements (A120 junction improvements and dualling; A12 junction improvements); rail improvements (Braintree/Witham rail loop); strategic employment sites (key sites, incubation and grow on space); broadband (increased coverage and provision in new development).

Priority 2: *Business and Employment support* – start up and growth support; support for innovation; co-ordinated inward investment; business rate relief to secure investment; business friendly Council; stronger business engagement; improving educational attainment; apprenticeship support.

Priority 3: *Town and Rural Regeneration* – town centre infrastructure improvements (all three towns), town team support and campaigns; village regeneration schemes; support for rural and home based businesses.

Prospectus Delivery

- 4.1. Subject to approval, an Annual Prospectus Delivery Plan will be developed setting Key Performance Indicators (including jobs growth; Gross Value Added improvement; and relative economic performance of the District). The Plan will be approved and monitored by the Prosperity Project Board, complemented by strengthened business engagement mechanisms to secure private sector commitment and input.

Consultation Process

- 5.1. Cabinet approval is sought to endorse the draft Braintree District Economic Development Prospectus, contained at **Appendix 1**, as a basis for consultation with the business community and key stakeholders. That consultation process would involve a consultation launch at the District Business Showcase event on 23rd July 2013.
- 5.2. Key events in the consultation process will be: Ignite Board (27th June 2013); Braintree District Business Group (1st July 2013); formal launch at Business Showcase Event (23rd July); Members Evening (23rd July). Key stakeholders consulted will include: Parish and Town Councils; the Haven Gateway Partnership; Essex County Council; the South East Local Enterprise Partnership; Braintree, Halstead and Witham Town Teams; and key businesses. Details of the consultation will be provided on the District Council website.
- 5.3. Consultation responses will inform a final Braintree District Economic Development Prospectus, which will be signed off by the Cabinet Member for Prosperity and Growth in consultation with the Prosperity Project Board in September 2013. Any significant changes from the consultation draft and the level of response, will be verbally reported to Cabinet on 30th September 2013, and formally reported to Cabinet at a later date if necessary.

Decision:

1. To approve the draft Braintree District Economic Development Prospectus 2013/2026 as outlined in the report and **Appendix 1**, as a basis for consultation with the business community and key stakeholders.
2. To delegate responsibility to the Cabinet Member for Prosperity and Growth in consultation with the Prosperity Project Board, to sign off the Prospectus following consultation.

Purpose of Decision: To seek Member approval of the draft Braintree District Economic Development Prospectus 2013/2026 as a basis for consultation with the business community and key stakeholders and delegate responsibility to the Cabinet Member for Prosperity and Growth in consultation with the Prosperity Project Board, to sign off the Prospectus following consultation.

Any Corporate implications in relation to the following should be explained in detail	
Financial:	There are no direct financial implications arising from the District Economic Development Prospectus. However, the prospectus will inform capital and revenue investment in projects that will deliver the Prospectus priorities. Potential funding sources for that investment include New Homes Bonus (£5m) and funding through European Union Structural Funds.
Legal:	Legal services will be consulted as appropriate on project proposals that support the delivery of the Prospectus
Equalities/Diversity	The Prospectus aims to have a positive impact on equality and diversity, through improving access to employment for District residents, including those not in employment, education or training (NEET).
Customer Impact:	Through improving prosperity, the Prospectus aims to have a positive impact on the quality of life of District residents
Environment and Climate Change:	Wherever possible, projects that support the delivery of the Prospectus will seek to be as sustainable as possible.
Consultation/Community Engagement:	This report seeks approval for a consultation draft of the District Economic Development Prospectus. Subject to approval, there will be a consultation launch at a Business Showcase event on 23rd July, followed by consultation during August and September 2013 with the business community and key stakeholders. This will inform a final version of the Prospectus that will be signed off by the Cabinet Member for Prosperity and Growth in consultation with the Prosperity Project Board, under delegated authority.
Risks:	The Prosperity Project Board will oversee, advise and make recommendations on, risks associated with projects that seek to deliver Prospectus priorities. Failure to ensure delivery of the Prospectus would represent a strategic risk to the Council, making the District less attractive as an inward investment location, failing to secure the growth of existing businesses, and failing to deliver new jobs that would enable sustainable growth.
Officer Contact:	Peter Smith
Designation:	Head of Economic Development and Regeneration
Ext. No.	2580
E-mail:	peter.smith@braintree.gov.uk

Fourth Quarter and Annual Performance Management Report 2012/13		Agenda No: 8a
Corporate Priority: Supports the delivery of the Annual Plan Portfolio Area: Performance and Efficiency Report presented by: Cllr David Bebb Report prepared by: Matt Mills – Business Improvement Manager		
Background Papers: Fourth Quarter and Annual Performance Management Report 2013/13		Public Report Yes
Options: To endorse the report		Key Decision: NO
<p>The purpose of the report is to summarise the performance of the Council at the end of the third quarter (January to March 2013) and provide an end of year position in relation to the publication of 'Our plans for the District 2012/13'. This sets out our key activities and measures used to check our performance for the forthcoming year and along with the Corporate Strategy 2012-16 sets out the priorities we are working towards.</p> <p><i>In summary at the end of the year: Projects</i></p> <ul style="list-style-type: none"> • There are 40 projects in total of which: <ul style="list-style-type: none"> ○ 29 projects are completed; ○ 8 projects are on track; ○ 1 project has an amber status; ○ 2 project have a been cancelled. <p><i>In summary at the end of the year: Performance Indicators</i></p> <ul style="list-style-type: none"> • There are 24 performance indicators reported on of which: <ul style="list-style-type: none"> ○ 11 performance indicators have achieved target; ○ 7 performance indicator has missed target by less than 5%; ○ 3 performance indicators have missed target by more than 5%; ○ 1 performance indicator is for information purposes only and does not have any target set; ○ 1 cannot be reported on as data is not available until the end of July; ○ 1 indicator has not been given an end of year summary as the associated action was terminated early. <p><i>Of the indicators which are reported quarterly:</i></p> <ul style="list-style-type: none"> ○ 8 met their quarterly target; ○ 5 missed their quarterly target by less than 5%; ○ 4 missed their target by more than 5%; ○ 1 is reported for information purposes only and does not have any target set. 		

The final quarter of the year, as with previous quarters, has been challenging which has impacted on some areas of performance. Although a number of performance indicators have not met their stretching targets at the end of the quarter or end of the year we have performed very well in the delivery of key projects in respect of our strategic priorities. All underperforming indicators are being monitored and action plans developed to mitigate any down turn in performance.

Financial Performance

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.

For a detailed explanation of the financial performance, please refer to page 30 onwards of the full report in the Public Appendices.

Decision:

To note and endorse the report.

Purpose of Decision:

To inform the Cabinet of the performance of the Council.

Corporate Implications	
Financial:	Detailed in the report.
Legal:	N/A
Equalities/Diversity	N/A
Customer Impact:	N/A
Environment and Climate Change:	N/A
Consultation/Community Engagement:	N/A
Risks:	N/A
Officer Contact:	Matt Mills
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E-mail:	matt.mills@braintree.gov.uk

Treasury Management – Investment Policy		Agenda No: 8b
Corporate Priority: Providing value for money Portfolio Area: Performance and Efficiency Report presented by: Councillor David Bebb Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: Treasury Management Strategy including annual investment policy for 2013/14 agreed by Council 20 th February 2013.		Public
Options: To agree to or amend the revised criteria for the selection of counter parties for investments.		Key Decision: NO
<p>Executive Summary:</p> <p>The Council's policy objective is and continues to be to invest prudently, with the priority being the security and liquidity of the investment followed by yield achieved.</p> <p>Counterparty risk is monitored using a variety of information, not solely based on credit ratings although these remain an important factor. The default position in times of market stress will be to place money with UK Government via the Debt Management Office or with other UK local authorities.</p> <p>Investments will be in a range of instruments categorised as either 'Specified' or 'Non-specified' in accordance with criteria set by the Department for Communities and Local Government (DCLG).</p> <p>With short-term interest rates low but an improved credit risk outlook, an investment strategy would typically result in lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns.</p> <p>An analysis of the Council's cash available for investment in 2013/14 shows that there is a core element of £10million to £15million which is not required for funding capital expenditure or to meet short-term cashflow shortfalls.</p> <p>The Council's estimated rate return on investments at 0.7% for 2013/14 is significantly less than the rate of inflation therefore the return is being eroded in real terms.</p> <p>As a consequence of these two factors the Cabinet Portfolio holder for Performance and Efficiency requested a meeting with Arlingclose to discuss how these factors may be reflected in a revised investment strategy. The meeting with Mark Horsfield, Director Arlingclose, was held on Monday 10th June 2013 and was attended by the Cabinet portfolio holder, Corporate Director, Head of Finance and Financial Services Manager.</p>		

Options for alternative investments with a longer-term time horizon included:

Pooled Funds:

- Cash Plus/Short Bond;
- Property;
- Fixed Income;
- Commodities;
- Equities.

And

Investments with Registered Housing Providers (e.g. Housing Associations)

Pooled Funds are considered more suitable than holding government and corporate bonds directly. Details of the pooled fund options for Cash Plus/Short Bond and Fixed Income are provided at Appendix A. The options of pooled funds involving property, commodities and equities have increases in risk which were considered to be unacceptable. The current Investment Policy provides for investment in pooled funds of up to an aggregate total of £5million. It is **proposed** that a maximum limit of £5million is set per Fund Management Company and an aggregate limit for the type of investment is set at £15million.

Arlingclose is currently working with three local authorities to arrange an investment with a housing association. The proposed period of the investment is five years. This is expected to provide a good rate of return for the local authorities, in the region of 3% (net of fees), and also provides a source of funding for housing associations at a time when the traditional sources of bank funding have reduced over the last few years. The Housing Association has a credit rating and it is a condition of the investment that if the long-term credit rating falls to below investment grade, then a 'negative pledge' over a pool of unencumbered assets will be established by the Housing Association and maintained until the investment is repaid at maturity. The asset value for the negative pledge will be at least 110% of the investment.

It is **proposed** to include a maximum limit of £5million for an investment with a housing association and with a maximum duration of 5 years.

The Investment Policy incorporating the proposed changes is provided at Appendix B.

Decision:

Members agree to Recommend to Council the approval of the proposed changes to the Council's Investment Policy as detailed in Appendix B to the report.

Purpose of Decision:

To make amendments to the Council's Investment Policy which will enable a wider diversification of the Council's investments and extend the period over which the investment of core monies can be invested.

Any Corporate implications in relation to the following should be explained in detail	
Financial:	<p>The budget for interest from investments for 2013/14 is £220,000, representing 0.7% on an estimated average sum invested of £31.496million.</p> <p>Extending the options for investment and consequentially the duration will allow core monies not required for at least one year to be invested with an anticipated higher rate of return.</p>
Legal:	Local authorities' treasury management activities operate within a statutory framework which refers to a requirement to follow certain professional codes issued by the Chartered Institute of Public Finance and Accountancy and statutory guidance issued by the Department for Communities and Local Government.
Equalities/Diversity	None
Customer Impact:	None direct but the outcomes of treasury management activities impact on the financial resources of the Council to deliver its priorities and service objectives.
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	<p>The Treasury Management Strategy Statement seeks to set a framework to manage the inherent risks around treasury management activities, which effectively comprise:</p> <ul style="list-style-type: none"> • Security – ensuring investments are repaid; • Liquidity – ensuring that cash is available for both capital and revenue purposes when required and where borrowing is necessary this is done on a basis that is prudent, sustainable, and affordable; • Interest rate – limiting exposure to fixed and variable interest rates, and refinancing risks of both debt and maturing investments. <p>Increases in duration from money market funds causes an increase in risk and volatility to the capital invested.</p>
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Report Title: Review of Recycling Service		Agenda No: 9a
Corporate Priority: Providing value for money Delivering excellent customer services Portfolio Area: Place Report presented by: Cllr James Abbott, Chairman of Member Working Group Report prepared by: Paul Partridge, Head of Operations		
Background Papers: Terms of Reference of the Member Working Group		Public Report - Yes
Options:		Key Decision: No
Executive Summary <p>At Cabinet on 16 July 2012, the Leader announced his intention for an informal Member Working Group to be established, led by Cllr James Abbott, to undertake a review of the Council's Recycling Service and to make recommendations to the Cabinet Member (Place) on future recycling targets and how these could be achieved.</p> <p>The Group's remit was to review the range of service provision, collection methodologies and costs, to ensure that value for money was being achieved whilst, at the same time, maintaining high levels of performance and customer satisfaction.</p> <p>In conducting the review, Members were mindful of the financial constraints on local authorities and the fact that an extensive kerbside collection system was already in place. Consequently, they focused on what could be done better, rather than considering any fundamental changes to the existing service.</p> <p>The Group has now completed its review and the full report is attached for Members' consideration. The Group concluded that, if the following actions are implemented, a target of 70% recycling by 2020 would be achievable, with a stretch target of 75%.</p> <ul style="list-style-type: none"> • Better separation of waste at source, especially food waste (delivered via a BDC communications strategy and joint working with partners); • Community initiatives; • A new collection system for flats; • 'Slim Your Bin' campaigns to encourage use of smaller black bins; • Enhanced range/extent of materials collected, including textiles, waste electricals and hard plastics; • Increased 'bring bank' facilities, particularly in Witham. <p>It is important for Members to note that the 70% recycling target will not be achieved without a significant change in people's behaviour. This will necessitate a sustained programme of initiatives specifically aimed at encouraging residents to recycle more of their waste. Some initiatives will need funding, but the investment could be offset</p>		

by the extra income generated from the sale of recyclates, as well as from increased Recycling Credits.

The proposals are set out in more detail in the Appendix to the report.

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.
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 performance. (*REF ERF Comm's and Marketing Strategy*)
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.
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 Neighborhood Recycling Champions to encourage even more people, businesses, and town and parish councils to recycle.
8. Consider the outcomes from the on-going 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.

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

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.

Decision Required: That the work undertaken by the Member Working Group and their conclusions and recommendations be noted and that the Cabinet Member (Place) brings a full response to Cabinet in September.

Purpose of Decision: To consider the outcome of the Member Working Group's Review of Recycling.

Corporate implications

Financial:	Proposals to be subjected to business case.
Legal:	N/A
Equalities/Diversity	Taken into account within the report.
Customer Impact:	Service enhancement.
Environment and Climate Change:	Proposals would have a positive impact on the environment.
Consultation/Community Engagement:	Communication strategy to be developed for any of the actions formally approved.
Risks:	Funding may not be approved to implement all of the proposals and this will impact on the Council's ability to meet the proposed recycling target.
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Executive Appointments of Representatives to Serve on Partnerships, Panels and Boards		Agenda No: 11a									
Corporate Priority: Overall Corporate Strategy and Direction. Report presented by: Cllr Butland, Leader of the Council Report prepared by: Nicola Beach, Chief Executive											
Background Papers: None		Public Report									
Options: To appoint or not to appoint in accordance with the schedules		Key Decision: No									
Executive Summary: Cabinet is invited to agree the appointments set out below to groups included in those organisations identified as partners in regional/county policymaking.											
Decision: That the following nominations be made:											
<table border="1"> <thead> <tr> <th>Group</th><th>Nominee for 2013-14</th><th>Reason for Appointment</th></tr> </thead> <tbody> <tr> <td>Essex Flood Partnership</td><td>Cllr Schmitt</td><td>Strategic</td></tr> <tr> <td>Essex County Council, Health Overview and Scrutiny Committee</td><td>Cllr Beavis</td><td>Strategic</td></tr> </tbody> </table>			Group	Nominee for 2013-14	Reason for Appointment	Essex Flood Partnership	Cllr Schmitt	Strategic	Essex County Council, Health Overview and Scrutiny Committee	Cllr Beavis	Strategic
Group	Nominee for 2013-14	Reason for Appointment									
Essex Flood Partnership	Cllr Schmitt	Strategic									
Essex County Council, Health Overview and Scrutiny Committee	Cllr Beavis	Strategic									
Purpose of Decision: To develop and promote the public services agenda through effective partnership working with other public sector organisations.											

Corporate Implications	
Financial:	None
Legal:	Persons nominated by the Council to serve on external organisations (Partnerships, Panels and Boards) will be afforded an indemnity and will be issued with guidance on the duties and responsibilities associated with appointments.
Equalities/Diversity	None
Customer Impact:	None
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	Persons appointed to any external organisation (Partnerships, Panels and Boards) must act in the interests of that body and exercise independent judgment in making decisions. Representatives may have regard to the interests of the Council, but this should not be the overriding consideration. The overriding responsibility is to avoid a conflict of interest situation.
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Recommendations from the Governance Committee – 26th June 2013 – Annual Governance Statement 2012/2013	Agenda No: 12a
Background Papers:	Public Report

Minute Extract:

GOVERNANCE COMMITTEE – 26TH JUNE 2013

9. **ANNUAL GOVERNANCE STATEMENT 2012/2013.**

DECISION: That it be recommended to Cabinet:

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

REASON FOR 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 Cabinet to approve and for the Leader of the Council and the Chief Executive to sign.

Cabinet Member Decisions made under Delegated Powers	Agenda No: 13b
Portfolio Area:	
Report presented by: Not applicable – for noting only	
Report prepared by: Emma Wisbey, Local Governance Manager	
Background Papers:	Public Report
Cabinet Decisions made by individual Cabinet Members under delegated powers (signed copies retained by Member Services)	
Options:	Key Decision: No
For noting only	
Executive Summary:	
All delegated decision taken by individual Cabinet Members are required to be published and listed for information on next the Cabinet Agenda following the decision.	
Since the last Cabinet meeting the following Cabinet Members have taken delegated decisions:-	
Councillor Lady Newton – Cabinet Member (Planning and Property) - Decision taken on 15th May 2013.	
That the transfer of Finch Drive, Braintree to Chancerygate, for the consideration of £50,000 be approved.	
Councillor Joanne Beavis – Cabinet Member (People and Participation) - Decision taken on 17th May 2013.	
That the facility named from “Braintree Swimming Centre” be changed to “Braintree Swimming and Fitness Centre” post completion of the capital development works. The facility name will need to change to represent the new facility now available to the community.	
Councillor David Bebb – Cabinet Member (Performance and Efficiency) and Councillor Lady Newton (Planning and Property) - Decision taken on 20th May 2013.	
Grant funding to Home Group for Provision of 55 affordable units, Riverside. St. Johns Avenue, Braintree. To grant fund £825,000 to be payable to Home Group to enable the above scheme of 55 homes to proceed. This fund is required to match grant funding made by the Homes & Communities Agency to enable the construction	

and purchase of the scheme.

Councillor Wendy Schmitt – Cabinet Member (Place) - Decision taken on 29th May 2013.

That the transfer of land to the rear of 124 Coldnailhurst Avenue, Braintree for the consideration of £1000.

Councillor Lady Newton (Planning and Property) - Decision taken on 30th May 2013.

To approve the expenditure of £17,187 S106 monies (04/02249/OUT) to be used towards the upgrading of existing paths between Beatty Gardens to Keyes Way (93metres) and Edinburgh Gardens to Blake Drive (68 metres) to provide a 2 metre wide tarmac path (standard for cycles/pedestrians). The scheme is to be implemented by Braintree District Council.

Councillor Lady Newton (Planning and Property) - Decision taken on 27th June 2013.

To approve an additional 4ft width of Braintree District Council land (currently identified as informal recreation on the Local Plan Review 2005) to be transferred to Network Rail to facilitate the construction of the Motts Land foot/cycle bridge.

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

www.braintree.gov.uk

Decision:

For Members to note the delegated decisions.

Purpose of Decision:

The reasons for each decision can be found in the individual Delegated Decisions.

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