

Cabinet AGENDA

Monday, 10th February 2020 at 7.15pm

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

THIS MEETING IS OPEN TO THE PUBLIC

(Please note this meeting will be webcast and audio recorded)

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

Membership:-

Portfolio

Overall Vision and Strategic Direction	Councillor G Butland (Leader of the Council)
Economic Development and Infrastructure	Councillor T Cunningham (Deputy Leader of the Council)
Communities, Culture and Tourism	Councillor F Ricci
Corporate Transformation	Councillor J McKee
Environment and Place	Councillor Mrs W Schmitt
Finance and Performance Management	Councillor D Bebb
Health and Wellbeing	Councillor P Tattersley
Homes	Councillor K Bowers
Planning	Councillor Mrs G Spray

Invitees

Representatives of the Green Party and Independent Group, Halstead Residents Association and Labour Group.

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

A WRIGHT
Chief Executive

INFORMATION FOR MEMBERS - DECLARATIONS OF INTERESTS

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

Any member with a Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest must declare the nature of their interest in accordance with the Code of Conduct. Members must not participate in any discussion of the matter in which they have declared a 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.

Question Time

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

The Council reserves the right to decline any requests to register to speak if they are received after this time. Members of the public can remain to observe the public session of the meeting.

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AGENDA

No	Title and Purpose of Report	Pages
1	Apologies for Absence	
2	Declarations of Interest To declare the existence and nature of any Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest relating to items on the agenda having regard to the Code of Conduct for Members and having taken appropriate advice where necessary before the meeting.	
3	Minutes of the Previous Meeting To approve as a correct record the minutes of the meeting of the Cabinet held on 18th December 2019 (copy previously circulated).	
4	Public Question Time (See paragraph above)	
5	FINANCE & PERFORMANCE MANAGEMENT	
5a	Council Budget and Council Tax 2020/21 and Medium Term Financial Strategy 2020/21 to 2023/24 To recommend to Council proposed revenue and capital budgets for 2020/21; Council Tax for 2020/21; Fees and charges for 2020/21; and the Capital Strategy (including the Treasury Strategy and Investment Policy) for 2020/21.	
6	PLANNING	
6a	Neighbourhood Plans – Scheme of Delegation	5 - 10
7	CORPORATE TRANSFORMATION	
7a	Strategic Risk Management - report	11 - 36

Neighbourhood Plans – Scheme of Delegation		Agenda No: 6a
Portfolio	Planning	
Corporate Outcome:	A well connected and growing district with high quality homes and infrastructure A prosperous district that attracts business growth and provides high quality employment opportunities	
Report presented by:	Councillor Mrs Gabrielle Spray – Cabinet Member for Planning	
Report prepared by:	Alan Massow, Principal Planning Policy Officer	
Background Papers:		Public Report
The Neighbourhood Plan Regulations 2012 The Neighbourhood Plan Referendum Regulations 2012 Planning and Compulsory Purchase Act 2004		Key Decision: No
Executive Summary:		
<p>When exercising its responsibilities in relation to relevant parts of the Neighbourhood Planning process, the Council should make every effort to conclude each stage promptly. Timely decision making is important, particularly at the start and at the end of the process. Certain decisions must be taken within prescribed time periods.</p> <p>In order to speed up the delivery of Neighbourhood Planning it is proposed to streamline the Council's process for the approval of amendments to Neighbourhood Plans and sending them to referendum. This decision should normally take place 5 weeks after the receipt of a successful examination report.</p> <p>Currently Neighbourhood Plans are referred to Cabinet for approval for amendment and referendum. Although there are regular meetings, the time between meetings means that occasionally a decision could be significantly delayed.</p> <p>It is therefore proposed to delegate the decision to take a Neighbourhood Plan to referendum to the relevant Corporate Director, in consultation with the Cabinet Member for Planning.</p> <p>It is also proposed to delegate the relevant Corporate Director, in consultation with the Cabinet Member for Planning, the decision to agree a Neighbourhood Area, when a Parish Council applies for one which covers the same extent as the Parish, as this decision has to be agreed and is purely an administrative step.</p>		

Recommended Decision:

- 1) That Cabinet delegates authority to the Corporate Director with the responsibility for Neighbourhood Planning, in consultation with relevant Cabinet Member for Planning to:
 - a) Designate a Neighbourhood Plan Area,
 - b) Agree modifications to a Neighbourhood Plan contained within an Independent Examiner's report,
 - c) To send Neighbourhood Plan to referendum.
- 2) That the Head of Governance reflect the changes in the Constitution.

Purpose of Decision:

To enable effective decision making processes for Neighbourhood Planning.

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

Financial:	No matters arising out of this report.
Legal:	<p>The Council has a duty to undertake this work under the Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012.</p> <p>The Neighbourhood Plan process is an Executive (Cabinet) function, which can be delegated to a Committee or an officer. The decision to adopt a Neighbourhood Plan is a function of Full Council.</p> <p>The proposed scheme of delegation, as set out in this report, should provide flexibly within the Council's decision making process to ensure that the process for considering Neighbourhood Plans meets the prescribed timescales as set out within Legislation. Failure to comply with the timescales could result in a legal challenge.</p> <p>Should the Scheme of Delegation be approved, officers may decide that it is not appropriate to exercise the powers delegated and refer the relevant decision to Cabinet.</p> <p>Upon the exercise of the delegated authority a record of decision must be made and published in accordance with the rules for Executive Functions.</p>
Safeguarding:	No matters arising out of this report
Equalities/Diversity:	No matters arising out of this report. Neighbourhood Area designation itself does not have any impacts on equalities.
Customer Impact:	The proposed delegations should have a positive impact by giving the Council the flexibility to manage the Neighbourhood Plan process, meeting the statutory timescales and meeting the expectations of the applicants for Neighbourhood Plans.
Environment and Climate Change:	No matters arising out of this report.
Consultation/Community Engagement:	The Neighbourhood Plan will still be subject to two rounds of statutory public consultation and referendum. The decision to adopt the Neighbourhood Plan is a function of Full Council.
Risks:	Should delegated authority not be given, there is a risk that the Council will not comply with the timescales for the Neighbourhood Plan process as set out in the legislation.

	This could result in a legal challenge to the Council.
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- 1 Introduction
- 1.1 Neighbourhood Plans provide local communities the opportunity to shape development in their local areas. They are produced by “Qualifying Bodies” (Parish Councils) or a Neighbourhood Forum.
- 1.2 Neighbourhood Plans contain policies, and potentially allocations, which are used to determine planning applications within the local area once it has been adopted by the Council as the Local Planning Authority.
- 1.3 The initial step in the Neighbourhood Plan process is to agree a Neighbourhood Area. If a Parish Council is applying for an area which is the same as the Parish area, then the District Council has no discretion but to agree to the Neighbourhood Area proposal. Other circumstances require more detailed consideration and public consultation such as it if two Parishes are working together or if a Neighbourhood Area crosses Local Authority areas.
- 1.4 The steps for a Neighbourhood Plan are set out in The Neighbourhood Plan Regulations 2012 and are set out below:
 - Neighbourhood Area Application (Regulation 5)
 - Consultation (Regulation 14)
 - Submission of the Plan Proposal to the Local Authority (Regulation 15)
 - Consultation (Regulation 16)
 - Submission of Plan proposal to examination (Regulation 17)
 - Publication of the Independent Examiner’s report and plan proposals decisions (Regulation 18)
 - Decision on a Plan proposal (Regulation 19)
 - Publicising a Neighbourhood Development Plan (Regulation 20)
- 1.5 There are two main periods of formal consultation known as the Regulation 14 and Regulation 16 consultations when the Council along with the public and stakeholders will be able to formally submit comments on the proposed Neighbourhood Plan. These are for considered by the Neighbourhood Plan Group and the Independent Examiner (in accordance with Regulation 14 and 16 respectively). The Council’s response to these consultations are usually considered, and approved, by the Local Plan Sub-Committee. Where there are time constraints due to consultation response deadlines the Council’s response may be approved by the relevant Cabinet Member for Planning in accordance with provisions of the Leader’s Scheme of Delegation. It is not proposed to change this process.
- 1.6 Once a Neighbourhood Plan has received its Independent Examiner’s report, a series of steps have to be taken to enable the Plan to proceed to referendum. Those steps should be taken within specific timescales as set out in the Regulations.
- 1.7 In accordance with Regulation 18, the Council is required to publish the Independent Examiner’s Report and the Council’s decision on a Neighbourhood Plan proposal.

The Council's decision is currently taken by Cabinet and should take place within 5 weeks of the receipt of the Independent Examiner's report. The 5 weeks period may not coincide with the Council's timetable of meetings or the meeting arrangement for Cabinet, thereby resulting in the Council not meeting its obligations.

- 1.8 The decision to "adopt" the Plan as a part of the Development Plan for the District takes place under Regulation 19 and is a function of Full Council. Given the additional protection Neighbourhood Plans provide Neighbourhood Plan Groups are keen to see documents adopted as quickly as possible. It is therefore considered necessary to streamline the approval process.
- 2 Proposed Scheme of Delegation of Cabinet Functions
 - 2.1 Two delegations are proposed. The first is to delegate to the Corporate Director, in consultation with the Cabinet Member for Planning, the decision to designate a Neighbourhood Area when the qualifying body is a Parish Council and the Neighbourhood Area they are applying for is the same as the Parish boundary. This is an administrative step which has to be agreed by the Local Authority. In other circumstances it will be a Cabinet decision.
 - 2.2 The second is to speed up the time taken between the publication of the Neighbourhood Plan Independent Examiner's report, and the decision to amend a Neighbourhood Plan and send it to referendum under Regulation 18. It is proposed that these decisions are delegated to the Corporate Director, in consultation with the Cabinet Member for Planning. Notwithstanding that delegation if it was concluded that a decision needed to be considered by a wider group, then the decision on that particular Neighbourhood Plan would be able to revert back to Cabinet.
 - 2.3 Where the relevant Cabinet Member is not available to be consulted, the Corporate Director shall consult with the Leader of the Council (or Deputy Leader in their absence). The Corporate Director may authorise other appropriate officers to exercise their function on their behalf in line with normal practice.

Strategic Risk Management		Agenda No: 7a
Portfolio	Corporate Transformation	
Corporate Outcome:	A high performing organisation that delivers excellent and value for money services Delivering better outcomes for residents and businesses and reducing costs to taxpayers	
Report presented by:	Councillor John McKee, Cabinet Member for Corporate Transformation	
Report prepared by:	Trevor Wilson, Head of Finance	
Background Papers:	Public Report	
Risk Policy, Strategy and Implementation Plan – Council 19 th April 2006		Key Decision: No
Executive Summary:		
<p>The report provides Members with an updated Strategic Risk Register for the Council. The Strategic Risk Register agreed by the Cabinet on 26th November 2018 was reviewed by Members at the Member Development evening on 21st November 2019; the outcome is an updated draft register for approval by Cabinet.</p> <p>The register details the risks which have potential to impact on the delivery of the Corporate Strategy over the medium-term. In addition to undertaking this review of the register, the Management Board ensures that the register continues to be current by regularly reviewing and updating the Strategic Risks, as necessary.</p> <p>The Strategic Risk Register forms one part of the Council's overall approach to risk management; other facets include:</p> <ul style="list-style-type: none"> • Processes for identifying and recording operational risks; • Risk registers for major projects; • Business continuity planning; and • Emergency planning. <p>Members at the Development Evening proposed that the number of Strategic Risks identified be increased to eleven; with the inclusion of a 'Climate Change' risk which was assessed as having a risk rating of C2 (Significant likelihood/Critical impact). Whilst previously included on the Strategic Risk Register until 2014, this risk had most recently been included within the Operational Risks of service areas, as appropriate. The existing ten Strategic Risks were reviewed with amendments to the narrative of some recommended and following consideration of the risk rating for each, the consensus was that these should remain at the previous levels.</p>		

The updated register is attached at Appendix B.

The number of risks above the Risk Tolerance Line (See Appendix A), and therefore requiring active management, is ten.

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

Risk Rating	October 2018	November 2019
B2 (<i>High likelihood/Critical impact</i>)	2	2
C2 (<i>Significant likelihood/Critical impact</i>)	6	7
D1 (<i>Low likelihood/Catastrophic impact</i>)	1	1
D2 (<i>Low likelihood/Critical impact</i>)	1	1
Total number of risks on Strategic Register	10	11

Management Action Plans for managing each of the ten risks above the risk tolerance line are owned and maintained by a Corporate Director. Details of the risks, together with the Management Action Plans, are provided at Appendix B.

Recommended Decision:

Members are asked to agree the updated Strategic Risk Register and the Action Plans for managing the high rated risks, as detailed in Appendix B to the report.

Purpose of Decision:

To demonstrate that the Council regularly identifies the Strategic Risks which may affect the achievement of its objectives and that it actively manages them, as appropriate.

Any Corporate implications in relation to the following should be explained in detail.	
Financial:	Risks and associated Management Action Plans concerning the Council's finances are highlighted in risks 1 (Medium-Term Financial Strategy), 7 (Return on Investments) and 10 (Strategic Investment).
Legal:	There are no specific risks of a legal nature at this time.
Safeguarding:	There are no specific risks regarding safeguarding at this time.
Equalities/Diversity:	The Council's processes and approach to equalities and diversity are well developed and are not regarded as a risk.
Customer Impact:	The potential impact on a proportion of residents in the District, in particular vulnerable groups, of the Government's Welfare Reforms is identified under risk 4 (Community Resilience). A Management Action Plan is included detailing the actions taken and planned to reduce the risk.
Environment and Climate Change:	Climate Change (risk 11) is proposed as a new Strategic Risk, with Members attending the Development Evening suggesting a risk rating of C2.
Consultation/Community Engagement:	No specific risk identified concerning consultation and community engagement; however, these are important elements in a number of the Strategic Risks on the register e.g. Local Plan and Community Resilience.
Risks:	A robust Risk Management process is an important element of the Council's governance arrangements.
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STRATEGIC RISK PROFILE

Braintree District Council – Reviewed at Members Development evening 21st November 2019)

LIKELIHOOD ↑	A				
	B			1,3	
	C			2,4,5,6,9,10, 11	
	D			7	8
	E				
	F				
		IV	III	II	I
		IMPACT →			

KEY:

Likelihood:

A – Very High
 B – High
 C – Significant
 D – Low
 E – Very Low
 F – Almost impossible

Impact:

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

Strategic Risk Register including Management Action Plans (where appropriate)

Medium-Term Financial Strategy – 1

Risk Rating B2 (B2 October 2018)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The current financial year is the final year of the Government's four-year settlement (2016/17 to 2019/20) for Local Government.</p> <p>Fundamental change to Local Government funding was planned for 2020/21 with the Government proposing to introduce 75% Business Rates Retention and implement the outcomes of the Fair Funding Review and the 2019 Spending Review.</p> <p>This change has been delayed until 2021/22 with the provisional Funding Settlement for 2020/21 being for a single year and based on rolling forward the 2019/20 settlement, and was received on 20th December.</p> <p>The Government had previously announced that the New Homes Bonus (NHB) scheme was to be reviewed for 2020/21. This has also been postponed for one year and the allocation for 2020/21 is for one-year only with no legacy payment for the following three years. Whilst the Council does not use NHB to support day to day revenue expenditure this does mean less money for investment in infrastructure and affordable homes across the District.</p> <p>There is also uncertainty over the impact of the UK leaving the European Union on Local Government finances.</p>	<p>The Council's financial plans are adversely impacted by:</p> <ul style="list-style-type: none"> • Circumstances change which render the planned cost reductions/additional income unachievable • Other financial assumptions prove incorrect. Including significant income budgets not being achieved e.g. interest receivable on the investments in equity, multi-asset and property funds. • Other organisations which provide significant contributions to the Council face their own funding pressures and may require greater reductions than expected. • Economic conditions and market fluctuations cause changes at or before contract renewal. • Capital receipts not received as planned and capital resources insufficient to finance capital programme. • Business rates collected less than expected due to successful appeals being greater than the provision made. • Business Rates baseline reset for 2021/22, as determined by the Fair Funding Review, does not enable the Council to retain business rates growth achieved prior to reset (estimate of £1.515m in 2020/21). • Future Spending Reviews and Autumn Statement(s) require further savings from local government. 	<ul style="list-style-type: none"> • Shortfall in resources both in year and following years. • Financial savings are not achieved; balances used more than planned. • Priorities and projects are not delivered. • Cuts necessary to services • Rushed decisions to find other savings • Staff unsettled and de-motivated. • Assets not fit for purpose • Satisfaction levels with the Council fall • Section 114 notice issued by the Corporate Director (Finance) that it appears to him that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Robust budget review and setting process involving Management Board and Cabinet Members developed over a number of years</p> <p>Unallocated balance significantly exceeds minimum level of £1.5m - estimated £7.4m as at 31st March 2020.</p> <p>Earmarked reserves to meet potential fluctuations: Estimated Business Rate Retention reserve (£1.45m) and Treasury Management (£0.99m).</p> <p>Regular Budgetary Control and monitoring processes.</p> <p>Council policy to use New Homes Bonus to fund infrastructure project delivery and affordable homes.</p> <p>Utilised borrowed monies, of £6m, to fund investments (e.g. commercial property and solar panels) to achieve improved rate of return over the medium-term.</p> <p>Monitoring of investment counter-parties and returns on investments by Arlingclose, Treasury Advisors.</p>	<p>Delivery against the workstreams contained in the Roadmap 2020.</p> <p>Monitor financial viability of key contract partners and commercial property tenants.</p> <p>Participate in consultation as proposals for the new 75% Business Rates Retention scheme and the Fair Funding Review are published.</p> <p>Monitor the disposal of assets against planned timescale for receipt of sale proceeds.</p> <p>Continue work on development of financial resilience indicators.</p>	Corporate Director (CF)	<p>Cost reductions and increased income delivered on time and as budgeted.</p> <p>Setting a balanced base budget and having plans to meet funding shortfalls in subsequent years of MTFS.</p> <p>Service and performance levels delivered as planned.</p> <p>Collection rates of council tax and business rates achieve targets.</p> <p>Budget variations reported in timely manner with explanation and action plan, as appropriate.</p>	Monthly	Feb. 2020 – Full Council sets council tax and budgets for 2020/21	<p>Budget and MTFS proposals provide a balanced base budget for 2020/21 including a 2.75% increase in council tax to £184.68 (Band D).</p> <p>For planning purposes council tax increases in future years are at the core referendum threshold of 2% for 2021/22 onwards.</p> <p>Planned approach to addressing the estimated shortfalls in 2021/22 to 2023/24.</p> <p>Member Strategic Investment Group established to consider all proposed investments.</p> <p>Investment Evaluation Tool used to assess all investment opportunities.</p> <p>External Auditors, BDO LLP, reported in their 2018/19 Annual Audit Letter that they did not identify any significant issues and concluded that the Council has appropriate arrangements in place to ensure that it can sustainably deploy resources in the medium term.</p>

Economic Development – 2

Risk rating C2 (C2 October 2018)

Management Board Owner – Corporate Director (CR)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Growth as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The Plan for Growth was agreed by Cabinet and includes both a 5 year and rolling 1 year action plan of key priorities. These include infrastructure, business support and skills development projects.</p> <p>Most of the priorities in the action plan require work with partners who may or may not have the same level of commitment to a project as BDC</p> <p>Funding from other partners or government may not be available to support the action plan priorities.</p> <p>Brexit and other marcoeconomic uncertainties may cause businesses in the District to make different investment decisions which may not be to the benefit of the District.</p>	<p>Lack of investment in infrastructure prevents business growth and job creation.</p> <p>Shortage of required skills to meet the need of businesses in the District</p> <p>Businesses are not provided with the support necessary to maximise opportunities for growth and development</p> <p>Amount of business rates collected reduced.</p>	<ul style="list-style-type: none">• Reduction in jobs• Fewer new businesses being created• Jobs left unfilled due to lack of skilled employees• Disinvestment by existing businesses• Less investment in infrastructure• Businesses feel disengaged and cannot access support networks• Falling productivity rates in the District• Falling Gross Value Added (GVA) in the District• Loss of revenue / growth in business rates

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Strong working relationship with stakeholders, education providers and partner local authorities on major projects, key priorities and strategies.</p> <p>District Plan for Growth being implemented, setting clear economic priorities over 1 year and 5 year periods.</p> <p>Braintree Education and Skills board has been established and is progressing projects.</p> <p>Braintree Town Centre Partnership has been established and an independent chair appointed.</p> <p>Tourism Plan approved and a Tourism Partnership has been established.</p> <p>Investment in key priorities to secure match funding e.g. Millennium Way Slips project.</p> <p>Strategic Business Engagement Strategy approved by members and is being implemented.</p>	<p>Continuing to develop our relationship with key stakeholders to ensure shared goals and priorities are met</p> <p>Marketing and promotion of BDC/Partner business support services.</p> <p>Effective implementation of skills projects agreed by the Education and Skills Board</p> <p>Continue to provide appropriate levels of support to the Town Centre Partnership and other business led groups.</p> <p>Continue to source local and national funding sources which could provide grants for key projects</p> <p>Continuous review of business engagement programme to ensure it is meeting the requirements of businesses.</p>	Corporate Director (CR)	<p>Creation of new jobs</p> <p>New Business start-ups</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p> <p>Unemployment rate</p> <p>Business funding opportunities explored</p> <p>Empty commercial premises</p> <p>Readership of the Business Bulletin and other social media posts.</p> <p>Number of Apprenticeships</p>	Quarterly		<p>The North Essex Economic Strategy has been drafted in partnership with neighbouring authorities.</p> <p>Education and skills board has high levels of attendance from schools colleges and employers and has approved funding for several projects which are currently being progressed to aid skills development in the District.</p> <p>Braintree Town Centre Partnership continues to be supported and develop.</p> <p>Funding for infrastructure has been secured from ECC and Highways England and funding for skills projects has been secured through ECC.</p> <p>Young Entrepreneurs Programme has been launched.</p> <p>District Tourism website is under development.</p> <p>A continuous programme of business visits undertaken including by senior officers and Members.</p>

Planning and Garden Communities – 3

Risk Ratings: B2 (B2 October 2018)

Management Board Owner – Corporate Director (JL)

Vulnerability	Trigger	Consequence
<p>Braintree District Council has an adopted Core Strategy and has prepared a new Local Plan which was submitted in October 2017 and remains under examination. However up to the date of adoption the Local Plan only provides limited weight in decision making.</p> <p>Government policy on housing need has changed since the last Local Plan was adopted and the Council is now in a position where it must deliver a substantially higher number of homes. There is a requirement on the Council to show a deliverable 5 year supply of housing land at this new higher target and to pass a new Housing Delivery Test.</p> <p>Part of the Local Plan is a proposal to deliver three new cross boundary Garden Communities to deliver on the long term growth needs of the area. The Councils have also set up a company called North Essex Garden Communities (NEGC) Ltd which could be used in the delivery of the Garden Communities if they are approved as part of the Local Plan process.</p>	<p>Local Plan being found unsound by the Planning Inspector.</p> <p>Government changes to national policies, guidance or methodologies which have implications for Plan or decision making.</p> <p>Land owners submitting speculative planning applications.</p> <p>Planning Inspectors concluding that the local authority does not have a 5 year housing supply.</p> <p>Failure of the Council to pass the Housing Delivery Test when results are published each November.</p> <p>The Partnership broken by one or more local authority partners.</p> <p>NEGC Ltd is no longer necessary/needed.</p> <p>A large number of decisions would be needed in a relatively short period of time to take forward plans.</p>	<ul style="list-style-type: none"> • Further delays to the Local Plan process if further changes or evidence are required. • Council may need to produce a new Local Plan • Council may have to approve planning applications on sites outside of those proposed resulting in development which conflicts with the agreed spatial strategy • Infrastructure requirements of new developments may not be sufficiently met. • Loss of appeals on planning applications for development on unallocated sites outside of development boundaries. • A presumption in favour of sustainable development may need to be implemented if the Council failed the Housing Delivery Test. • NEGC Ltd may need to be wound up • NEGC Ltd may need additional resources and funding

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>The provision of further evidence to the Planning Inspector on the Local Plan in order to progress the examination.</p> <p>Programme of detailed reporting and decision making through Local Plan Sub-Committee and Full Council.</p> <p>Strong communications Plan with all information published on the website and communicated to residents and stakeholders through social media, traditional media and leaflets delivered directly to all households at key points.</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Good working relationships with key stakeholders in the District.</p>	<p>Project Plan for the Local Plan continually kept under review and updated as required.</p> <p>Matters for information and decision continue to be reported to the relevant committee or Full Council.</p> <p>Continued communication bullets on the next steps of the Plan process.</p> <p>Continue to hold regular meetings with developers, partners and key stakeholders.</p> <p>Internal resources kept under review to ensure they are fit for purpose.</p> <p>Directors of NEGC Ltd to continue to check, challenge and manage the NEGC Ltd work through the Board including the approval of business and budget planning.</p>	Corporate Director	<p>Local Plan adoption</p> <p>Outcome of appeal decisions relating to non-allocated sites.</p> <p>Outcome of the Housing Delivery Test</p> <p>Delivery of NEGC Ltd against agreed Business Plan targets</p>	Quarterly	January 2020	<p>The Planning Inspector has provided an indicative timetable for the next steps of the Local Plan examination.</p> <p>Press release issued at key points in the process including the recent announcement on Local Plan examination timetable.</p> <p>Regular meetings in the diary with partner authorities and NEGC Ltd at both operational and senior leadership level.</p> <p>Three additional staff have been recruited within Development Management and temporary staff are covering other vacant roles.</p> <p>NEGC Business Plan for 2019/20 has been approved by both the Board and full Council.</p>

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>A Planning Appeal Cost reserve fund to ensure the Council has sufficient funds to defend the reasons for refusal on planning applications which have been turned down.</p> <p>Additional staff agreed in Development Management to deal with the increase in the number, scale and complexity of planning applications.</p> <p>Extensive formal and informal governance and working relationships in place with North Essex Garden Communities Ltd, Colchester BC, Tendring DC and Essex County Councils re NEGC Ltd.</p> <p>Excellent working relations with Uttlesford District Council regarding the West of Braintree Garden Community.</p> <p>Oversight of NEGC Ltd led through a formal Board with representatives from the four local authorities.</p>						

Community Resilience – 4

Risk Rating C2 (C2 October 2018)

Management Board Owners – Corporate Directors (CF) and (CR)

Vulnerability	Trigger	Consequence
<p>Universal Credit (Full service) is operational for new claims from working age claimants in the Braintree District. Legacy claims of housing benefit (for working age claimants) will be transferred to Universal Credit by 2023.</p> <p>Further changes in the Housing Related Support funding by Essex County Council anticipated in 2020/21 which may mean a decrease in the number of supported housing schemes/bed spaces in the district for homeless households.</p> <p>The Homelessness Reduction Act 2017(HRA) came into force in April 2018, it means the Council needs to assist more people, at an earlier stage if they are facing homelessness. Staff now work more intensively and for longer with people to help prevent and relieve their homelessness. The team has been restructured and new staffing appointments made across the Housing Team. Funding resources are in place but may not be sufficient in the longer term. Partnership working with other agencies is key to help tackle the sometimes complex reasons why people become homeless.</p> <p>Local Housing Allowance (LHA) rates have not increased since 2016 making it more difficult for those households on benefits or low income to find homes in the private rented sector.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment.</p> <p>Educational attainment at some schools in the District has been relatively poor but is improving and as a whole the attainment is around the Essex average.</p>	<p>Demand for services from the Council and other public sector organisations increases which exceed our capacity to meet.</p> <p>Essex County Council implements further reductions and contract changes.</p> <p>Funding from the government to support the new homelessness duties reduces/ceases.</p>	<ul style="list-style-type: none">• Potential increase in people seeking the Council's assistance with their housing problems. Increased demand for temporary accommodation.• Increased demands on the Council's Housing and Customer Services.• Increased health inequalities.• Increase in number of households in fuel poverty• Increase in number of children in poverty.• Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.• Housing projects at risk of closure and/or change of access arrangements, which may mean additional temporary housing needs to be sourced.• Reductions and changes to supported housing and floating support may impact on other public services, eg health and police.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Work with Citizens Advice; Greenfields CH; Dept. for Work and Pensions to assist those affected by the welfare changes.</p> <p>Discretionary Housing Payments - Govt. funding of £236,373 for 2019/20. Short-term assistance available to tenants facing difficulty with their rent.</p> <p>Exceptional Hardship Fund of £14,200 for 2019/20. Short-term support available to council tax support claimants.</p> <p>Homelessness and Rough Sleeping Strategy - 2018 to 2023</p> <p>Supporting residents to be healthy and live well working with a range of partners through the;- Livewell Boards and the Health and Wellbeing Panel</p>	<p>Welfare Reforms – Continue regular meetings with partner organisations, including working jointly with Job Centre Plus</p> <p>Regular reviews of the impact the changes are having on those affected by reforms.</p> <p>Housing issues – Continued dialogue with Essex CC and housing providers.</p> <p>Exploring alternative funding arrangements to seek to sustain housing projects.</p> <p>Continue to review and implement actions in the Homelessness Strategy. This includes working with a wide range of partners:</p> <ul style="list-style-type: none"> • The Braintree District Homelessness Prevention Partnership • Essex Prevents Homelessness – This work programme is sponsored by Essex Chief Executives. Work with our Essex partners to develop new ways or working to prevent homelessness. 	Corporate Director	<p>Services able to meet the increased demand for services.</p> <p>Funding sufficient to support those residents in extreme financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment.</p> <p>That a level of supported housing is retained in the district with continued nominations rights available to this Council.</p> <p>Homelessness Reduction Act 2017 – maintaining or increasing the number of applicants whose homelessness is prevented or relieved.</p>	Quarterly		<p>Grant agreements to 31.3.2020 with;- The Citizens Advice for the core service and money advice service</p> <p>Community360 to help support the voluntary sector.</p> <p>The Braintree District Dementia Alliance continues to support people and families living with dementia</p> <p>Initiatives aimed at connecting people and helping to prevent loneliness, for example Meet up Monday.</p> <p>New Government grants and BDC funding to meet the new homelessness duties.</p> <p>Community grants;- BDC's Councillors' Community Grant Fund and The Braintree District and Greenfields Community Fund.</p>

Service and Project Delivery – 5

Risk Rating C2 (C2 October 2018)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>Reduced resources impact on the Council's ability to deliver good quality services. Service delivery and resilience requires a well-managed and motivated workforce with the capacity and capability to deliver. With an aging workforce the Council has recognised the important challenges around workforce planning and talent management for the future.</p> <p>Health & Safety - Breach in processes/ procedures leading to a health and safety or security incident (including an act of terrorism).</p> <p>Service delivery is heavily reliant on the availability of systems.</p> <p>The Council has approved a number of significant projects. It is essential that there is the capability and capacity available to deliver.</p>	<p>Key people leave or are unavailable for work (small teams or specialist areas are most vulnerable).</p> <p>Competitive recruitment markets particularly in relation to the growth agenda.</p> <p>Major incident.</p> <p>Computerised systems unavailable for use for a prolonged period.</p>	<ul style="list-style-type: none">• The organisation is stretched too far and resulting in service delivery failure• Mistakes made and corners cut• Customer satisfaction falls• Employees are disengaged and demotivated.• Loss of good people.• Increased key person dependency• Loss of corporate memory• Failure to deliver Council's priorities and Annual Plan• Remaining staff fail to cope• Change programmes difficult to implement• Actual or potential injury or loss of life.• Financial loss / impact on value of assets;• Reputational damage• Data loss

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>People Strategy and Workforce development plans.</p> <p>Workforce planning and succession planning included in Business Plans.</p> <p>Staff support arrangements include:</p> <ul style="list-style-type: none"> Employee Wellbeing Strategy Mental Health & Work related stress policy Free and confidential Employee counselling service Free and confidential employee assistance helpline <p>Security policies – regularly reviewed and updated.</p> <p>Training/education in cyber security for users.</p> <p>Training programme for managers.</p> <p>Disaster recovery plan: Emergency generator; Independent resilient network; Alternative accommodation identified – Town Hall</p> <p>Business continuity exercise for senior managers held annually.</p> <p>Regular server and workstation upgrades to ensure latest software versions are in use (reduces vulnerability to malware and viruses).</p>	<p>Ensure that there is effective management and change control of all systems to minimise disruptions.</p> <p>Individual disaster recovery arrangements in place for all systems.</p> <p>Review endpoint access to items such as USB memory sticks, CDs, DVDs</p>	Corporate Director (CF)	<p>Computer unavailability is minimised</p> <p>Uninterrupted service delivery</p> <p>No long-term vacancies</p>	Quarterly	Business Plans produced December/January	<p>Funding for the Strategic Investment Team agreed for a four-year period.</p> <p>Additional staffing resources agreed for Planning and Housing services.</p>

Affordable Housing and Homelessness – 6

Risk rating C2 (C2 October 2018)

Management Board Owner – Corporate Director (JL)

Vulnerability	Trigger	Consequence
<p>As the market has improved and Greenfields has developed many of the sites in its ownership, we are increasingly reliant on market delivery of new homes to facilitate affordable housing provision. In the short-term (3 years or so) delivery of new affordable housing is likely to be good but a downturn in the market could present a serious challenge.</p> <p>The current national political climate is more supportive of rented affordable housing than it has been for several years but we are still challenged continually by developers seeking to:</p> <ul style="list-style-type: none">• minimise the affordable housing provision;• reduce the size of units;• provide higher proportions of shared ownership or other tenures. <p>The impact of homelessness is being managed locally but relies on continuing funding of support services by Essex County Council. Compared to many other Essex LAs, we have good local provision, so any review of resources is likely to take resources away from the District.</p> <p>In addition, other LAs and in particular London Boroughs, are increasingly looking to place people out of London. Many London Boroughs are actively pursuing opportunities such as office conversions to make nominations outside of their area.</p>	<p>Market downturn</p> <p>Government intervenes to require higher proportions of starter homes or other reduced-cost tenures.</p> <p>Developers push back on the number of affordable homes required on developments.</p> <p>Cost of housing (labour and materials) rises making them unaffordable.</p>	<ul style="list-style-type: none">• Affordable housing need not met• Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice' choice based lettings scheme.• Cost to the Council of providing temporary accommodation increases• Young people/key workers leave the district• Some housing associations withdraw from higher-risk accommodation, such as supported housing schemes• Inability to find suitable affordable accommodation for larger families• Unable to provide supported housing in particular for under 35's, who will not receive enough benefit to cover the rent for self-contained accommodation.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>New Housing Strategy adopted in 2016/17</p> <p>New Homelessness Strategy adopted in 2018/19</p> <p>Up-to-date viability assessment and updated 'toolkit' to undertake individual assessments.</p> <p>Work with a range of housing associations to ensure that we can meet the varied needs of local residents and make sure we do not miss out on affordable housing opportunities.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p> <p>Working with other providers.</p> <p>Participating fully in work of 'Essex Prevents'; joint working with ECC to agree how we can prevent homelessness.</p>	<p>Housing Research and Development Team continues to look for innovative ways of increasing affordable housing with developers and Registered Social Landlords.</p> <p>Use of Stat Nav toolkit to help identify need across the District.</p> <p>Build working relationships with developers to deliver affordable housing through S.106 agreements.</p>	Corporate Director (JL)	Local target for an average 100 dwellings per annum	Quarterly		<p>Local Plan in progress. Affordable Housing Viability Study has been completed.</p> <p>Regular meetings with all housing associations with local development programmes.</p> <p>Sat Nav data updated each year.</p> <p>165 completions of new affordable homes in 2018/19. We expect 200 completions in 2019-20 and a similar number in 2020-21 if developments proceed as currently planned. This is likely to be the highest delivery for at least the last 25 years.</p> <p>Authority delegated to Cabinet Members for Housing and Finance and Performance Management to agree acquisitions and funding commitments within the overall affordable housing budget in order to allow timely decisions to be taken and prevent opportunities being lost.</p>

Return on Investments – 7

Risk Rating D2 (D2 October 2018)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council has an Investment Strategy which seeks to optimise use of available resources by investing in property, housing and other assets as well as investing surplus monies with financial institutions to achieve a reasonable rate of return and support the Council's revenue account.</p> <p>The security of the money invested is paramount but the Investment Strategy distinguishes between the investment of monies available only in the short-term due to cashflow requirements and monies (core funds) which are available for investment over the medium to long-term.</p> <p>The Council has set a limit of £20million on the amount of funds to be invested in pooled funds (equities and property) with the aim of achieving higher rates of return and capital growth over the medium term (3 to 5 years).</p> <p>The Council has increased its property portfolio where return on investment has been attractive and the quality of the tenant and the tenancy term has been good.</p> <p>The Council has an established Strategic Investment Group of Members responsible for advising on and monitoring the Investment Strategy.</p> <p>The impact of the current economic climate on financial institutions makes the selection of: a strong counterparty with which to invest, the selection of an asset, to purchase, and the tenant, to occupy and rent property, crucial.</p>	<p>Failure of investment counterparty.</p> <p>Tenant ceases trading leading to void period and requirement to find a new tenant.</p> <p>Collapse in the equity market at a time when the Council needs to release money by selling the equity pooled funds.</p> <p>Funds are needed to be recalled at short notice.</p>	<ul style="list-style-type: none"> • Loss of the principal sum and / or interest due. • Loss of rental income and increased costs (e.g. unoccupied business rates). • Impact on the Council's revenue account requiring unplanned service cuts and / or use of balances. • Decline in Council reputation.

Risk: Emergency Planning – 8

Risk Rating: D1 (D1 October 2018)

Management Board Owner – Corporate Director (CR)

Vulnerability	Trigger	Consequence
<p>Braintree District Council has responsibilities under the Civil Contingencies Act (CCA) 2004a as a Category 1 responder: to plan for and respond to major emergencies working alongside the blue light services. Part 1 of CCA 2004 places legal obligations on emergency services and local authorities to assess the risk of, plan and exercise for emergencies as well as undertake business continuity management.</p> <p>Each service has to be resilient, through planned and tested procedures, to unexpected and potentially long term challenges.</p>	<p>Emergency event both response and recovery.</p>	<p>District Wide</p> <ul style="list-style-type: none">• Possible loss of life or serious harm or injury to residents and/or staff.• Loss of physical assets e.g. premises• Ineffective response to an incident causes extended disruption.• Vulnerable residents at risk through lack of core service delivery.• Delays in recovery phase <p>Council</p> <ul style="list-style-type: none">• Lack of preparedness results in the inability to deliver key/critical services e.g. benefits, refuse collection, homelessness applications, food inspections, etc.• Increased short term demand for services e.g. housing - alternative accommodation, repairs, waste team clean-up operation• Major impact on reputation if the Council is perceived to not provide an adequate response.• Council facing Public Inquiry – risk of cost, reputation and public trust• Priorities and projects are not delivered.• Being found wanting at public inquiry.

Actions/controls already in place	Required action/ management control	Responsibility for action	Critical success factors and KPI's	Review frequency	Key dates	Progress to date
<p>A robust, peer reviewed Emergency Plan has been developed.</p> <p>New Communications & Media plan.</p> <p>A new Rest Centres plan which sees all Essex local authorities using the same best practice procedures, documentation and equipment.</p> <p>A Members Protocol has been produced setting out guidance for Members during an emergency.</p> <p>Mutual Aid – agreements are in place between authorities BDC is strengthening its procedures to receive Mutual Aid;</p> <p>Services have identified key skeleton staff No.'s only.</p>	<p>Bi-yearly review of Emergency Plan.</p> <p>Bi-yearly review of Communications and Media Plan.</p> <p>Rest Centres plan – run an annual exercise.</p> <p>Deliver training programme incl: crisis communication training, Communications training for Management Board, Leader and Deputy Leader.</p> <p>Dialogue with partner organisations.</p> <p>Oversee implementation.</p> <p>Dialogue with partner organisations.</p> <p>Services need to demonstrate the capability and capacity to manage excessive additional demand due the Council's responsibility for response and recovery under the CCA 2004, Housing Act. Local Government Act and other relevant legislation.</p>	<p>Corporate Director</p>	<p>Service and performance levels delivered as planned.</p>	<p>Annual</p>		<p>Training delivered: senior/tactical training, recovery training, loggist training, rest centre training;</p> <p>Peer reviewed training programme for staff involved at all levels, volunteers-tactical-strategic.</p> <p>New starters will have a requirement to assist in emergencies detailed in their role profiles.</p> <p>Developing arrangements with our leisure partner Fusion to provide support during an emergency.</p>

Risk: Information Management and Cyber Security – 9

Risk Rating – C2 (C2 October 2018)

Management Board Owner – Corporate Director (CF and CR)

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

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Security policies – regularly reviewed and updated.</p> <p>External auditing and challenge on a regular basis against policies and systems as well as regular external penetration testing with action plans created.</p> <p>Regular review of technical infrastructure, including firewalls, hardware and software.</p> <p>PSN Compliance.</p> <p>Training/education in cyber security for users.</p> <p>6-weekly meeting of cyber-security sub-group to review all aspects of cyber-security.</p> <p>Regular meta-compliance checks for all employees and Members.</p> <p>Project Plan to deliver and ensure ongoing management of Data Protection legislation.</p>	<p>Continued review of cyber security arrangements.</p> <p>Raise awareness of information management and cyber security issues for all staff and Members.</p> <p>Review resourcing requirements around data protection and information management.</p> <p>Targeted training.</p> <p>Induction courses for new entrants.</p> <p>Software kept up to date.</p> <p>End of life hardware replaced as and when necessary.</p>	Corporate Director	<p>Up to date Reviews.</p> <p>Year on year improvements.</p> <p>Number of articles published/ seminars delivered.</p> <p>Training demand met.</p> <p>New entrants on induction within 2 weeks of joining.</p>	Quarterly		<p>Project Plan to ensure ongoing management of Data Protection legislation.</p> <p>Strategic Information Governance Group of officers established.</p>

Strategic Investment - 10

Risk rating C2 (C2 October 2018)

Management Board Owner – Corporate Director (JL)

Vulnerability	Trigger	Consequence
<p>The District Investment Strategy targets capital investments to support infrastructure improvements, with particular emphasis on: improved healthcare facilities, enhanced town centres, increased employment and business opportunities, improved highways infrastructure.</p> <p>Investment intervention is required to support planned housing and population growth in the District.</p> <p>Capital investments must make a positive financial return for BDC.</p> <p>Most of the identified investment opportunities require work with partners who may or may not have the same level of commitment to a project as BDC.</p> <p>Funding from other partners or government may not be available to support the action plan priorities.</p> <p>Brexit and other macroeconomic uncertainties may adversely affect BDC's ability to deliver financially viable capital investments: for example, increased construction costs, house price deflation, and commercial rent deflation.</p> <p>Failure to secure planning consent on development projects.</p> <p>In adequate systems and processes lead to inconsistent decision making, failure to agree and stick to priorities, under- utilisation of finite resources, weak cost control, over-reliance on external advice without proper challenge or consideration of the brief/scope/purpose.</p> <p>Focus on detail at the expense of core objectives Minority "shareholder" in NEGC.</p> <p>Insufficient stakeholder management.</p>	<p>Lack of investment in infrastructure acts as a barrier to required housing growth and reduces opportunities for businesses to grow.</p> <p>Inability to secure prudential borrowing at preferential interest rates.</p> <p>Prolonged period (>six months) of house price deflation.</p> <p>Prolonged period (>12 months) of commercial rent deflation.</p> <p>Above inflation increase in construction costs.</p> <p>Projects undeliverable due to refusal of planning consent.</p> <p>Failure to sell/lease newly developed properties.</p> <p>Failure to clarify and agree core project and/or programme objectives, Critical Success Factors (CSF) or KPIs.</p> <p>Approval of Local Plan generates urgency on detail without proper and independent consideration of options.</p> <p>Project failure or delay due to lack of stakeholder engagement.</p> <p>Page 33 of 36</p>	<ul style="list-style-type: none"> • Lack of infrastructure could inhibit delivery of Local Plan housing numbers • Approved schemes already in development may not achieve required financial return • Potential for existing businesses/jobs relocating outside of District • Fewer new businesses/jobs being created • Falling Gross Value Added (GVA) in the District • Loss of revenue growth in Council Tax and Business Rates • Expectations raised and disappointed • Unplanned and/or abortive expenditure • Dilution of political support for programme • Public perception of Council lavish spending and lack of effective control

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>District Investment reserve approved and ring-fenced.</p> <p>All investment opportunities rely on cost/value advice provided by expert third party specialists.</p> <p>All investment opportunities appraised via industry-standard development software.</p> <p>Strong working relationship with Essex County Council, Haven Gateway, the South East Local Enterprise Partnership (LEP), Homes England on major projects and key priorities</p> <p>Engagement with relevant BDC teams (Asset Management, Operations) to ensure early engagement on scheme design to ensure end product is lettable and fit-for-purpose.</p> <p>Procurement of appropriate architects and planning consultants for each scheme.</p> <p>Braintree Education and Skills Board has been established and is progressing projects. Clear governance structure & relatively brisk decision making process.</p>	<p>Continual monitoring of costs and spend.</p> <p>Continued use of expert third parties to provide comprehensive cost estimates and advice of market trends.</p> <p>Consistent modelling to agreed financial parameters.</p> <p>Increased networking and promotion of BDC's investment aspirations with key external stakeholders and potential funders. Continue to source local and national funding resources which could provide grants for key projects.</p> <p>Implementation of timely, high-quality marketing strategies for all development projects.</p> <p>Early engagement with Planning Team and judicious use of the pre-application process.</p> <p>Increase organisational "maturity" and embed rigorous and consistently applied processes and reporting.</p> <p>Regular review of approved parameters and hurdle rates.</p> <p>Weighted NPV measure to reflect non-financial priorities.</p>	<p>Chief Executive Corporate Director (JL)</p>	<p>Delivery of all projects approved via District Investment Strategy.</p> <p>Delivery of all projects to budget and approved financial return.</p> <p>Delivery of all projects to budget and approved financial return.</p> <p>Leverage of third party funding to support BDC capital projects.</p> <p>New Business start-ups.</p> <p>Sale/letting of new properties at approved levels and to approved timescales.</p> <p>Achievement of detailed planning consent first time, every time.</p> <p>CSF's & KPI's: Jobs created; Spend in local economy; Business rates generated.</p>	Quarterly		<p>Braintree Enterprise Centre Phase 2 completed within approved budget and generating approved level of return.</p> <p>Consistent presentation of detailed costs to all BDC approval bodies. Close joint-working with Finance Team to model financial impact of all opportunities.</p> <p>£250k ECC design grant secured on I-Construct and Manor Street projects.</p> <p>£4.95m DoT funding secured on Mill Slips project.</p> <p>Procurement of expert commercial and property agents to advise on achievable values, marketing and sales rates.</p> <p>Detailed planning consent secured for Braintree Enterprise Centre Phase 2.</p> <p>Manor Street – contract signed.</p> <p>Horizon 120 – progress on Local Development Order and procurement of infrastructure.</p>

Climate Change – 11 (NEW)

Risk Rating C2 (November 2019)

Management Board Owner – Corporate Director (CR)

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

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Climate Local Strategy 2014 to 2018 in place and a number of actions being undertaken to reduce negative impact on climate from council services and assets as well as encouraging residents and businesses to reduce their impact on the climate.</p> <p>A Climate Change working group has been established. An action plan is to be developed to ensure all Council functions and decision making is in line with the shift to carbon neutral by 2030.</p> <p>Emergency Plan considers climate related risks and our response to this type of emergency.</p> <p>Climate Local Strategy has a number of actions in place to support the community to adapt to climate change.</p> <p>Business Continuity plan for the organisation to respond to risks.</p>	<p>New Climate Strategy being developed with the support of the Climate Change working group.</p> <p>Continue to review Emergency Plan to consider emerging issues and risks.</p> <p>Business Continuity plan is being reviewed to specifically consider climate risks.</p>	<p>Corporate Director</p> <p>Sustainability Manager</p> <p>Sustainability Manager</p>	<p>New Climate Strategy and Action Plan received by Council</p>		<p>Sept. 2020</p>	<p>Completed actions from the Climate Local Action Plan 2014 – 2018. Further details on achievement available.</p> <p>Declared Climate Emergency July 2019.</p> <p>Initiated a Climate Change Working Group representing the Council, Businesses and Residents with academic support to develop the next Climate Local Strategy.</p> <p>Annual Emergency Planning desktop exercise, concerning severe weather, for BDC nominated Gold/Silver officers and loggists held on 17th July 2019. Facilitated by an associate lecturer from the Emergency Planning College.</p> <p>Officer group established to encourage waste reduction by staff and at Council premises.</p>