

# CABINET AGENDA

**Monday, 4th March 2024 at 7.15pm**

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

**THIS MEETING IS OPEN TO THE PUBLIC**

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

**Leader of the Council**

Deputy Cabinet Member to the Leader  
Deputy Cabinet Member to the Leader

Councillor G Butland  
Councillor B Taylor  
Councillor R van Dulken

**Transformation, Performance and  
Delivery**

Resources and Performance  
Transformation, the Environment and  
Customer Services  
Deputy Cabinet Member

Councillor K Bowers  
Councillor T Cunningham (Deputy Leader)  
  
Councillor P Schwier

**Connecting People, Places and Prosperity**

Economic Growth and Inward Investment  
Planning and Infrastructure  
Deputy Cabinet Member

Councillor F Ricci  
Councillor G Spray  
Councillor J Coleridge

**Supporting Communities**

Housing, Health and Wellbeing  
Stronger Communities  
Deputy Cabinet Member

Councillor L Bowers-Flint  
Councillor M Cunningham  
Councillor C Dervish

Invitees: Councillors J Beavis, L Jefferis and J Pell are invited to attend as Group Leaders

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

D GASCOYNE  
Chief Executive

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

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

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

### **Public Question Time - Registration and Speaking**

The Agenda allows for a period of up to 30 minutes for Public Question Time. Members of the public may ask questions or make a statement to the Cabinet on matters listed on the Agenda for this meeting.

All questions or statements should be concise and should be able to be heard within the 3 minutes allotted to each speaker.

Anyone wishing to ask a question or make a statement is requested to register their interest by completing the Public Question Time registration [online form](#) by **midday on the second working day** before the day of the meeting.

For example, if the meeting is on a Tuesday, the registration deadline is midday on Friday, (where there is a Bank Holiday Monday you will need to register by midday on the previous Thursday). The Council reserves the right to decline any requests to register to speak if they are received after this time.

When registering for Public Question Time please indicate whether you wish to attend the meeting 'in person', or to participate remotely. People who choose to join the meeting remotely will be provided with the relevant link and joining instructions for the meeting.

Please note that completion of the on-line form does not guarantee you a place to speak during Public Question Time. You will receive email notification from the Governance Service confirming whether your request is successful.

The Leader has discretion to extend the time allocated to registered speakers and to amend the order in which they may speak.

In the event that a registered speaker is unable to connect to the meeting, or if there are any technical issues, their question/statement may be read by a Council Officer.

Further information on Public Question Time is available on the [Council's website](#).

### **Health and Safety**

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## **Mobile Phones**

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## **Comments and Suggestions**

We welcome comments to make our services as efficient and effective as possible. If you have any suggestions regarding the meeting you have attended you may send these to [governance@braintree.gov.uk](mailto:governance@braintree.gov.uk)

<b>PUBLIC SESSION</b>		<b>Page</b>
<b>1</b>	<b>Apologies for Absence</b>	
<b>2</b>	<b>Declarations of Interest</b>	
	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.	
<b>3</b>	<b>Minutes of the Previous Meeting</b>	
	To approve as a correct record the minutes of the meeting of the Cabinet held on 5th February 2024 (copy previously circulated).	
<b>4</b>	<b>Public Question Time</b>	
	Only Registered Speakers will be invited by the Chairman to speak during public question time. Please see the agenda notes for guidance.	
<b>5</b>	<b>Corporate Strategy 2024-2028</b>	<b>6 - 19</b>
<b>6</b>	<b>Fit for the Future Transformation Programme</b> Appendices to follow.	<b>20 - 29</b>
<b>7</b>	<b>Agile and Flexible: Causeway House Refresh Business Case</b> Report to follow.	
<b>8</b>	<b>Corporate Peer Challenge Action Plan</b>	<b>30 - 61</b>
<b>9</b>	<b>Managed Service Solution for Temporary Workers</b>	<b>62 - 67</b>
<b>10</b>	<b>Scheme of Delegation for the Management of Stray Dogs</b>	<b>68 - 72</b>
<b>11</b>	<b>Potential Open Space Improvements</b>	<b>73 - 116</b>
<b>12</b>	<b>Strategic Risk Register</b>	<b>117 - 143</b>
<b>13</b>	<b>Third Quarter Performance Report 2023-24</b>	<b>144 - 177</b>

**14 Exclusion of the Public and Press**

To agree the exclusion of the public and press for the consideration of any Items for the reasons set out in Part 1 of Schedule 12(A) of the Local Government Act 1972.

**PRIVATE SESSION**

**Page**

**15 Leisure Services Contract Variation**

<b>Report Title:</b> Corporate Strategy 2024-2028	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 <sup>th</sup> March 2024	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2023/68
<b>Report Presented by:</b> Councillor Graham Butland, Leader of the Council	
<b>Enquiries to:</b> Tracey Headford, People and Performance Manager <a href="mailto:tracey.headford@braintree.gov.uk">tracey.headford@braintree.gov.uk</a>	

## 1. Purpose of the Report

- 1.1 The purpose of this report is to share the new Corporate Strategy for 2024 to 2028 with Cabinet. The Corporate Strategy 2024 - 2028 sets out the themes and priorities of the council for the next four years.

## 2. Recommendations

- 2.1 The new Corporate Strategy 2024 - 2028 is agreed by Cabinet and recommended to Full Council.

## 3. Summary of Issues

- 3.1 The Corporate Strategy 2024 - 2028 sets out the Councils high level ambitions and strategic priorities for the next four years.

- 3.2 The Strategy also introduces a vision for the Authority:  
*'To create a district of opportunity – A place where our communities can thrive, our people can prosper and our environment is cherished for all to enjoy'*

- 3.3 The strategy describes the context in which the Councils services will work to drive forward the actions needed to achieve the vision. The Strategy introduces three key themes:
- Communities
  - Prosperity
  - Environment

- 3.4 Providing equal opportunities is at the heart of everything. The Council will be striving to support communities to be strong, safe and vibrant and our businesses to thrive in a resilient local economy, whilst protecting the environment for all to enjoy.

3.5 The Councils Fit for the Future programme will underpin the themes and help the Council to remain resilient and adaptable in an evolving landscape, to proactively meet the challenges and opportunities in new and innovate ways ensuring financial stability.

3.6 Accountability for performance against the corporate priorities will be delivered through Annual Plans and performance will be reported quarterly to Cabinet on progress made.

#### **4. Consultation**

4.1 Consultation has been carried out with residents, businesses, members and key stakeholders to understand what is important to them in respect of the place they live and/or work and in respect of budget saving ideas and ways the council could generate income.

4.2 The results of the consultations alongside information regarding national and local impacts on local government, district statistics and existing and emerging plans have helped shape the priorities under each theme.

4.3 Within each theme, consultation outcomes have been included to show how they feed into the priorities and then what we will do to achieve them.

#### **5. Next Steps**

5.1 The Corporate Strategy will be presented to Full Council on the 18<sup>th</sup> March 2024.

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

6.1 There are no financial implications for agreeing the Corporate Strategy 2024 - 2028.

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

7.1 There are no legal implications for agreeing the Corporate Strategy 2024 - 2028.

#### **8. Equality and Diversity Implications**

8.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not

(c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

8.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

8.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **9. List of Appendices**

9.1 Corporate Strategy 2024 - 2028

## **10. Background Papers**

10.1 Consultation results  
District Statistics and profiles  
Existing and Emerging Strategies such as the Economic Growth Strategy, Healthy Homes Strategy, Livewell Strategy.



2024  
2028

# Corporate Strategy



# Foreword



## Welcome to Braintree District Council's Corporate Strategy 2024 to 2028, setting out our high-level ambitions and priorities for the next four years.

A thriving district bursting with opportunity, strong, safe and vibrant communities where businesses can flourish and everyone enjoys a good quality of life, with accessible services meeting people's needs. That's at the heart of our vision.

This strategy reflects our commitment to collaboration and is shaped by feedback from residents, stakeholders and members. Insights from consultations have been instrumental in developing our priorities, ensuring our strategic direction aligns with the aspirations of those who live and work in our district.

Like everywhere, we have our challenges. Too many families are living in poverty and life expectancy and quality of life is impacted by where you live. All of this has been compounded by COVID and the cost-of-living crisis. We remain committed to tackling inequality and making a positive impact in the communities we serve.

The requirement to safeguard our environment has never been more evident. Understanding the close link between the environment and human health is crucial. It enables us to integrate sustainable practices into our lives to reduce the impact of climate change and use our open spaces to support the health and well-being of current and future generations.

In navigating our path ahead, it is imperative that we safeguard the Council's ability to deliver and protect services that our residents and businesses rely on and value, by re-evaluating our approach to service delivery, recognising that continued success relies upon working closely with our partners across Essex and beyond. Our Fit for the Future transformation programme is a dynamic initiative aimed at ensuring our district remains resilient and adaptable in an ever-evolving landscape, positioning us to proactively meet the challenges and opportunities that lie ahead.

Building on our track record of service delivery, this plan represents our commitment to maintaining and enhancing the high standards we have set in providing quality services, as we pave the way for a district that thrives on the strengths of its communities, businesses and environment and the shared commitment to a brighter future.

**Graham Butland**  
Leader of Braintree District Council



# Introduction



## This strategy sets out our priorities over the next four years and describes the context in which our services will work to drive forward the actions needed to achieve our vision.

Providing equal opportunities is at the heart of everything we will be striving for - to support our communities to be strong, safe and vibrant and our businesses to thrive in a resilient local economy, whilst protecting our environment for all to enjoy.

We are an ambitious Council and strongly believe that reducing the impact inequalities have on local people and communities is of paramount importance. It will not always be easy. With ongoing uncertainty over government funding, continuing inflationary pressures and greater demand on our services, we will need to find ways to ensure we can balance our budgets, maintain our ambition and change and adapt to support the delivery of services in future years.

With that in mind, this strategy outlines our three key themes:

- **Communities**
- **Prosperity**
- **Environment**

Each theme sets out our priorities and what we will do to achieve them. We need to be a forward-thinking council and make prevention and early intervention key ways to tackle the issues affecting our communities, supporting us all to navigate the challenges we face.

## Our vision

*To create a district of opportunity – a place where our communities can thrive, our people prosper and our environment is cherished for all to enjoy*

We cannot do this alone. To shape our future, we need to work in collaboration with our partners and enable our residents and businesses to thrive by listening and working with them. We also need to be innovative and take appropriate risks to usher in a new era of providing quality services that positively impact the lives of our residents and businesses.

**Dan Gascoyne**  
Chief Executive of Braintree District Council

# About the district



The Braintree district is **236 square miles** and a predominantly rural area. However, 50% of the population live in our three largest market towns of Braintree, Halstead and Witham.

Most people in the district identified their ethnic group within the 'White' category (**94.7%**) in 2021. Around 1.7% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 1.2% identified as Black, Black British, Black Welsh, Caribbean or African' category, 1.9% identified as 'Mixed or Multiple ethnic groups' and the remaining 0.5% identified their ethnic group as 'other ethnic groups'.

There is an estimated **155,300 residents** according to census 2021. The population has grown by 5.5% since 2011. Like most of the UK, we have an aging society with the over 65's making up 20.5% of our population, up by nearly 30% since 2011.

Over **60%** of residents are employed or self-employed with around 70% of working residents working more than 31 hours a week.

The average life expectancy for males at birth is **80.2 years** and for females at birth is **83.5 years**.

An estimated **17%** of the population were disabled in 2021, with just under 7% stating their day-to-day activities were limited a lot.

**69%** of households in the district own their home in 2021, with 15% living in privately rented properties and 13% of households living in socially rented properties.

Just over **4%** of residents in 2021 said they provided at least 20 hours of unpaid care in a typical week.

Just under **26%** of residents aged 16 years and over indicated their highest level of qualification was Level 4 or above in 2021, lower than the England average of 33.9%.

**18.4%** had no qualifications, which is on par with the England average of 18.1%.

Gross weekly pay in the district averages **£695.20** which is the lowest in Essex.

There are pockets of higher deprivation within the district but most areas have relatively low levels, as measured by the 2019 Indices of Deprivation. **Four wards in the district fall within 20% of the most deprived areas within England.**

Between 2011 and 2021, crime incidents on average grew by **6.3%** each year, with non-residential burglary being the fastest growing type of crime, increasing by 76.6% between 2011 and 2021.

In 2021, most of the district's residents described their health as 'good' or 'very good' (**83%**), around 13% described their health as 'fair', with the remaining 4% of the population describing themselves as having 'bad' or 'very bad' health.

Just under **30%** of residents in the district travelled more than 10 kilometres to work with 48% of residents having more than two cars or van in their household. Just under 14% of residents use public transport, cycle or walk to work.



# Our Priorities

**Our priorities are designed to ensure the focus of our efforts are on the things that make the most difference to our residents and businesses. We want to make the most positive impact on what matters to you, improving outcomes for all whilst tackling inequality.**

Our communities, our prosperity and the environment in which we live are intrinsically linked and our strategy for improving them also needs to be so, ensuring equality of opportunity to all.

This strategy will be supported by our Fit For the Future programme, ensuring that our key services are delivered in the most efficient and effective way.



**FIT FOR THE FUTURE**



# Communities

**We know that vibrant communities are crucial in addressing the future challenges we have as a district and we want to enable more people to participate and have a role in how things are done on matters that impact them and where they live. Communities have the ability to improve people's quality of life and the support they can bring is also essential to reducing health inequalities.**

Helping residents to help themselves to stay healthy and well is key to tackling inequality of life expectancy. Providing affordable housing and initiatives aimed at providing safe and decent living conditions can also contribute to the improvement of people's health and wellbeing. The Braintree district has an ageing population with more people likely to be living in worse health in their later years. The impacts of the COVID pandemic have widened existing inequalities across physical, mental and social health (for example issues of loneliness).

What we heard from our residents, communities, members and stakeholders highlighted the following:

- The importance of feeling safe within their communities and the link this has with being able to thrive in an area.
- The importance of supporting our more vulnerable residents, creating a friendlier environment and a sense of belonging.
- The need to support communities to feel connected by informing and involving people in local activities.
- The importance of accessing health services with a focus on mental health and leisure services for young people to enable healthier lifestyles.
- The importance of having more affordable, sustainable homes.

We will work with our partners to reduce inequalities, to ensure the safety and wellbeing of our residents and build on the strengths and resilience of our communities across the district.

## Our Key Priorities:

- Improve the health, wellbeing and quality of life for individuals and families and reduce health inequalities focusing on prevention and early intervention.
- Provide affordable, high quality and safe homes that meet the needs of our residents.
- Reduce social isolation and loneliness and support communities to build positive social networks and connections.
- Develop safer and more resilient communities, empowering residents to take ownership of local projects and initiatives.

## We will do this by...

Better understanding the wider determinants of health through data and research to target prevention and early intervention efforts where they are most needed.

We will work in partnership to integrate healthcare services with community-based services and engage with families and children at a young age to instil healthy habits that can last a lifetime as well as providing residents with the knowledge and skills to make informed decisions about their health emphasising the importance of regular exercise and opportunities to lead active and healthy lifestyles.

As well as providing more affordable homes, we will collaborate with our partners to address causes of homelessness such as unemployment, mental health and domestic abuse and establish programmes and initiatives to prevent homelessness in the first place.

We will work with the Community Safety Partnership to develop effective community safety initiatives as well as empowering residents to take ownership of their safety and wellbeing and feel safer within the areas they live and visit.



We recognise and appreciate the contributions our volunteering community make and will do more to align volunteering opportunities with community needs. We will encourage residents to participate in local projects in their community, providing access to grants to support community projects and simplifying the process that may hinder people getting involved in community-led initiatives.



# Prosperity

**Economic growth plays a crucial role in improving the health and wellbeing and living standards of our residents. We want to create the conditions for sustainable economic growth within the district and ensure that all residents can benefit as a result.**

We will actively contribute to the district's economic growth by supporting innovation and ensuring the district remains an attractive place to live and do business. We will work with partners and the business community to help align skills provision with current and future needs so that residents are able to access employment opportunities and businesses can thrive.

What we heard from our residents, communities, businesses, members and stakeholders highlighted the following:

- The importance of having thriving town centres for socialising and business opportunities with a diverse and unique range of shops.
- The need to encourage new businesses into our district.
- The importance of helping existing businesses to thrive and be supported by our communities.
- The need to grow local employment opportunities including further training for adults taking account of future skills demand.
- The need for good transport links to jobs including infrastructure and public transport.
- The importance of developing local services and providing infrastructure when growing the district.

## Our Key Priorities:

- Ensure district growth is sustainable and accessible with strong connectivity and infrastructure.
- Attract and support business growth, providing high quality employment opportunities in high growth sectors and industries.
- Provide tailored business support and access to funding to help businesses thrive and innovate.
- Develop skills that are attractive to employers and support residents to access opportunities to improve their economic wellbeing.

## We will do this by...

Developing an integrated planning approach that considers the long-term vision for the district, taking into account environmental, social, and economic factors. We will implement our local cycling and walking infrastructure Plan (LCWIP) to ensure a long-term approach is taken to developing local cycling and walking networks as well as promoting public transport, walking and cycling as alternative modes of travel to the car, highlighting the environmental, health and economic benefits.

We will forge partnerships with businesses and industry experts to gain a deeper understanding of market trends, emerging technologies, and industry-specific challenges. Research will be carried out to better understand the direction in which the business landscape is moving to provide training and upskilling opportunities in the right areas. We will continue to organise networking events, workshops and conferences where local businesses can connect with each other, industry experts and potential partners or customers and facilitate access to funding sources for local businesses by providing information about grants, loans and other financial assistance programmes.



Our role in driving inclusive economic growth is crucial as we aim to enhance wealth and create fair and meaningful work opportunities for all. We are committed to developing skills provisions around the needs of the district and support the creation of higher paid/skilled jobs in emerging sectors to ensure people are well-equipped to thrive in the evolving job market.



# Environment

**Our district is an attractive place full of opportunities, offering clean, safe and green spaces for all to enjoy. Our spaces are important in supporting people's health and wellbeing, providing opportunities to enjoy the natural environment as well as access to high-quality built environments.**

We need to protect our environment to safeguard it for current and future generations. Through our Climate Change Strategy, we will work with people, partners, developers and other businesses across the district to help them fulfil their responsibilities and be mindful of their impact on the local environment.

What we heard from our residents, communities, businesses, members and stakeholders:

- The importance of protecting our countryside.
- The need for green space which is clean and safe.
- The need for developments to consider the environmental impacts and the need for healthy spaces.
- The importance of continuing to address the impacts of climate change.
- The importance of tackling recycling behaviours and reducing littering across our district.
- The need to educate people on caring for the environment in which they live and work.



## Our Key Priorities:

- Protect and enhance our built and natural environments across the district, providing good access to open spaces and increasing biodiversity.
- Continue to deliver a cohesive and integrated response to climate change adaptation and mitigation.
- Support residents and businesses to reduce their carbon footprint and be more resilient to climate related impacts.
- Improve the way that we manage waste and encourage residents and businesses to reduce, reuse and recycle more.

## We will do this by...

Ensuring we have the right policies and guidelines in place to encourage developers to adopt sustainable processes, incorporating green infrastructure and nature-based solutions in our urban planning such as creating parks, green corridors and wildlife friendly landscapes.

It is important that we continue to raise awareness of why we need to protect our natural environment and habitats and highlight how this contributes to the overall well-being and quality of life for residents while preserving the natural heritage for future generations. We will ensure that our public spaces including parks, playgrounds and trails are kept clean, safe and inviting for all to use, improving access to our open spaces and looking at how we can develop cycling and walking trails to connect people to parks and open spaces.

We will raise awareness and help to educate people on the environment so individuals, communities and businesses can get involved and have a better understanding of the importance of sustainability and their role in reducing their environmental impact. It would be ideal if individuals and businesses set personal sustainability goals, such as reducing energy consumption, adopting eco-friendly

transportation options and practicing waste reduction and for businesses to set goals to reduce emissions, adopt sustainable supply chain strategies and implement energy efficient practices. We will ensure that as a Council we do this too and encourage our staff to adopt their own goals.

Through campaigns we aim to nudge behaviours by highlighting the benefits of sustainability and showcase stories to inspire others to take action, sharing innovative ideas and providing access to resources and funding to tackle climate change. We will also regularly monitor and evaluate data related to climate change impacts and emergency response efforts to help guide decision making and identify areas which most need our support in developing more effective and tailored solutions to address climate change challenges that may be specific to our district.

We want to ensure that we work with our partners to implement and improve our waste management strategies looking at ways in which we can prevent waste at its source by encouraging concepts such as responsible consumption and re-use.



# Fit for the Future

**Change and responding to emerging need has been a fundamental part of what the council has done since our inception in 1974, it is part of our DNA.**

**We have risen to the recent challenges of COVID and the cost-of-living crisis but it becomes increasingly obvious that volatility and complexity are increasing and this is both a risk and an opportunity. As a sector we will need to respond to this in new and innovative ways to ensure that we can keep delivering for our residents and businesses. The demand on our services is increasing and those who seek our help often have complex requiring appropriate responses. We must find a way to ensure that public services can be delivered in a sustainable way with the resources that are available to us.**

What we heard from our residents, communities, businesses, members and stakeholders:

- The importance of helping people to help themselves and have less reliance on Council services.
- The need to use technology more widely to support delivery of services.
- The need to work in partnership and share services to add resilience and reduce costs.
- The need to use council buildings and land to generate additional income.
- The importance of being more efficient in managing council funds.
- They are least accepting of reducing spend on frontline services or introducing charges or increasing council tax to generate additional income to spend on services.

To be able to deliver the priorities set out in this strategy, we need to rethink how we work and how we deliver and we must have financial sustainability to continue delivering. We can't do this alone; we will need to work with and closely align with our partners across the Essex and beyond.

As an organisation we need to build our flexibility, resilience and collaboration. We need to foster innovation and appropriate risk-taking to be able to do things differently. This will include:

- Using the opportunities that new technology offers us to improve services, remove demand and reduce costs.
- Working more closely with our partner organisations in Essex and beyond to share resources, assets and information to deliver better outcomes for our residents and businesses.
- Becoming an organisation that can flex and be responsive to changes as the volatility in our world continues.

- Finding new ways of delivering which allow us to meet the needs of our residents and businesses while continuing to be financially resilient as demand increases due to demographical and other changes.
- Understanding and putting plans into place for the skills our workforce will need in the future.
- Making sure that we continue to be an employer of choice, offering fulfilling and rewarding careers for our people.



# How will we measure success?

**We will ensure accountability for our performance against these priorities through the development of Annual Plans. These will be regularly refreshed to reflect completed work and the development of new approaches informed by ongoing engagement with partners and residents.**



In reporting on our progress and achievements, we will maintain transparency by clearly outlining what we can be held accountable for and where we will be working in a more enabling and influencing role with residents, business and our partners. Additionally, we will set out how we will measure success, even in areas where we have ambitious goals but limited control over the results.

Performance against our priorities will be reported quarterly to Cabinet providing detail of progress made against outcomes and performance of operational performance indicators against targets, providing commentary where issues arise to show steps being taken.

Underneath our Annual Plan sit individual business plans for each service. The purpose of these service-specific business plans is to provide a detailed roadmap for how each service will contribute to the overall goals and objectives of the organisation. They outline the key actions, projects and initiatives that will be undertaken by each service to support the delivery of the

Annual Plan and the Corporate Strategy. They will also establish clear targets, timelines and performance indicators that will be used to monitor progress and measure success.

Regular monitoring and reporting on these business plans enable us to track progress, identify any challenges, or gaps and make adjustments as needed. It also allows for transparency and communication across the organisation, as well as accountability for the delivery of the Annual Plan and the Corporate Strategy.







<b>Report Title:</b> Fit for the Future Transformation Programme	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 March 2024	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2024/08
<b>Report Presented by:</b> Cllr Tom Cunningham, Cabinet Member for Transformation, the Environment and Customer Services	
<b>Enquiries to:</b> Suzanne Bennett, Corporate Director for Support Services <a href="mailto:Suzanne.bennett@braintree.gov.uk">Suzanne.bennett@braintree.gov.uk</a>	

## 1. Purpose of the Report

- 1.1. The purpose of the report is to present to Cabinet the design principles of a three year transformational change programme, entitled Fit for the Future, for consideration and approval.

## 2. Recommendations

- 2.1. Cabinet is asked to approve the design principles of the Fit for the Future transformation programme as set out in this report.

## 3. Summary of Issues

- 3.1. The local government sector has been under considerable financial pressure since the 2010s when reductions were made to the amount of financial support that was provided by Central Government.
- 3.2. Demands on services have grown and also become more complex. This has been driven by a number of factors including but not limited to, an aging population, increased levels of poor physical and mental health and extreme pressures on housing markets. The cost of providing services has also risen due to inflation.
- 3.3. Braintree District Council (the Council) has acted decisively to deal with these cost and service pressures and ensured it has been able to balance its budget through £10 million of improved efficiencies and increased income over the last ten years.
- 3.4. However, the pressures continue to mount. The impact of the Covid19 pandemic has had long term impacts on the needs of the residents within the District, the markets in which the Councils businesses operate and the economy more generally. This has been further exasperated by the sudden uptick in inflationary pressures in the last two years. Inflation rates have

slowed but prices remain much higher than they were before the start of the pandemic.

- 3.5. Public expectations of public service delivery have developed alongside their experiences in other sectors and in how services have been delivered and improved in both the private and public sector over the last decade. Many of the Councils residents expect the Council to be able to transact and deliver to them on a digital basis wherever possible and do not want to be restricted to an office hours model for many activities.
- 3.6. The pace of technological innovation is increasing, and it will become difficult to keep up with the rate of change and expectations related to new innovations. Technology providers have moved to different service models which have different pricing structures which mean the Council needs to consider how it funds and manages these costs in future.
- 3.7. The updated Medium Term Financial Strategy that was presented to Cabinet and Full Council last month sets out the challenge that faces the Council. A balanced budget has been set for 2024/25 but there is a structural deficit of over £2.3 million. The Council have managed to rectify its deficits in past and protect its services but if the Council are to do that again it would need to take a new approach.
- 3.8. The structural deficit is predicated on a number of assumptions but with any forecast there is a risk that factors and conditions change. There is considerable volatility on a macro-economic level, and this has potential wide-reaching implications and therefore the position could worsen in future years..
- 3.9. While the target is to remove the structural deficit the Council also need to move to a financial and operational model that allows the Council to better flex. The Council need to react to the impact of forces that operate at international and macro-economic level that the Council are not in a position to influence or put into place proactive protections from.
- 3.10. Past activities have ensured that the Council are a lean organisation and have maximised its commercial activities and at the same time ensured that it has not exposed the Council or its taxpayers to unacceptable levels of risk. This does mean that to make further savings and create greater income will mean that the Council will need to take a more transformative approach.
- 3.11. The Council is in a more favourable position than many other local authorities and its balanced budget in 2024/25 means that the Council are able to plan and take strategic decisions to achieve sustainability rather than needing to immediately reduce its cost base through cruder measures.
- 3.12. Therefore, it is proposed that the Council launch a three year transformation programme (over financial years 2024/25, 2025/26 and 2026/27) to work across all functions and activities of the organisation with the aim to deliver a sustainable financial model, by financial year 2028.

- 3.13. It is likely that some of the changes required will not deliver full financial benefits in their first year of operation which means there could potentially be a lag between the end of the programme and the full impact of benefits.
- 3.14. It should be noted that there has been no fundamental reform of the local government funding model since the introduction of Council Tax in 1992. It has been recognised by all political parties at a national level that reform is needed and a Fair Funding review was announced in 2016 but has so far been deferred. If there is significant local government finance reform during the programme period it is likely that the programme and associated timelines will need to be reconsidered.
- 3.15. As stated above the Council is in a robust position and delivering well against its priorities. This programme is starting now to ensure that it can continue to do so and be fit for the challenges that are coming and on that basis the programme is being called 'Fit for the Future'.
- 3.16. This report sets out the principles of the programme for agreement so that the programme can be launched and detailed planning and delivery commenced.

### **Design Principles**

- 3.17. Fit for the Future will be a three-year transformational programme covering financial years 2024/25, 2025/26 and 2026/27.
- 3.18. The overarching aim of the programme is to ensure that the organisation is in a strong place to be able to meet the challenges of now and the future. We need to be financially resilient, ensure that we have adequate resources to meet customer needs and have the flexibility to respond to external requirements and conditions.

### **Principle 1 – Co-designed**

- 3.19. The Councils approach to transformation will build on the knowledge, skills and experience of its staff, members and communities through the principle of co-design and avoiding top-down models of change.

### **Principle 2- Systemic**

- 3.20. The Council will build on its strong track record of partnership working and take a 'whole-system' approach to reduce duplication, combine resources and enable collaboration.

### **Principle 3 – Innovative**

- 3.21. Innovation will be encouraged through balancing the Councils risk appetite with the creativity to secure greater benefits, modernise service delivery, unlock commercial benefits and successfully nurture and apply new ideas.

### **Principle 4 - Digital**

- 3.22. Technological change is not only one of the drivers of the programme but is also part of the solution and helps reduce demand-side pressures. Digitalisation will continue to be a key enabler that sits across all the workstreams.

### **Principle 5 - Evidence based**

- 3.23. The programme will set out the case for change based on robust qualitative and quantitative data. Decisions will be supported by business cases taken through appropriate governance.

### **Governance**

- 3.24. It is recommended that the current governance framework is utilised as far as possible as further formal governance structures will create additional burdens on decision makers and those who service those structures.
- 3.25. A proposed approach to governance is set out in Appendix A for consideration by Cabinet. This utilises current structures for both formal and informal governance, but it may be necessary to make changes to that framework in future. Any material change will be presented to Cabinet for approval.

### **Workstreams**

- 3.26. There are numerous different approaches to structuring a transformation programme and it is recommended that complexity is minimised to ensure that all stakeholders are able to engage and understand how the programme works.
- 3.27. There is already a considerable amount of transformational activity underway in the organisation and this will be drawn together to form part of the programme alongside new activities that have been identified. The proposed workstreams can be found in Table 1 and build on the design principles above.

**Table 1**

<b>Description</b>	<b>Outcomes</b>
<b>Programme delivery and design</b>	
Overarching planning of the programme in line with the design principles above. Ensuring good governance and transparent reporting Communications and change management Best practice of transformation is embedded	A well structured programme is designed with input from key stakeholders including officers and members Transformational thinking and approaches are embedded in the organisation Benefits are tracked and reported

<b>Description</b>	<b>Outcomes</b>
Ensuring interdependencies are managed and benefits are deliverable	Learning shared within and outside the organisation where appropriate
<b>Agile and flexible working</b>	
<p>Ensuring an agile working approach is adopted across the organisation</p> <p>Improvements to working environment to maximise collaboration and efficiencies</p> <p>Ensuring that current skill base is sufficient and planning is in place for future skill needs</p> <p>Reviews of processes/policies to ensure efficiency and value add</p>	<p>Increased staff resilience and wellbeing</p> <p>Ability of organisation to flex with volatile environments</p> <p>Decreased requirement for office space/opportunity for revenue raising</p> <p>Increased recruitment talent pool</p> <p>Efficient working focussed on priorities</p>
<b>Shared services and partnerships</b>	
Improved working with partners to share assets, resources and information to deliver better outcomes for our residents and businesses	<p>Increased staff resilience and wellbeing</p> <p>Ability of organisations to flex with volatile environments</p> <p>Increased recruitment talent pool</p> <p>Provide scale to enable investment in technologies/specialisation</p> <p>Better value for the Essex taxpayer</p>
<b>Asset Management review</b>	
<p>Production of a new Asset Management Strategy</p> <p>Strategic approach to managing property asset classes to best and most effective use of resources</p> <p>Improved understanding of full cost of ownership of property assets and improved reporting and oversight</p> <p>Consideration of both operational and investment asset requirements to ensure more efficient model is in place</p> <p>Working with partners to pursue any advantages through One Public Estate approach</p>	<p>Increased rental incomes</p> <p>Smarter decision making regarding invest/divest options</p> <p>Efficiencies in management of assets through staffing resource allocation and systems</p> <p>Better value for the Essex taxpayer</p>
<b>Service Reviews</b>	
<p>Using benchmarking and other tools to deep dive on performance of services and understand service user/customer experiences</p> <p>Consideration of drivers of demand and opportunities to address holistically</p> <p>Consideration of different service delivery models</p>	<p>Efficient service delivery with better outcomes and experiences for service users and customers</p> <p>Resource focussed on priorities for organisation</p>

Description	Outcomes
Identification of technological opportunities to manage demand and/or change service delivery or improve service user experience	
<b>Organisational design</b>	
Consideration of how the organisation is structured with impacts of the shared services and service reviews overlaid Focus on maximisation of whole organisation efficiency alongside enabling collaboration across services and with partner organisations	Efficient service delivery with better outcomes and experiences for service users and customers Resource focussed on priorities for organisation

- 3.28. Each workstream will have a senior office sponsor and a Cabinet Member sponsor. Details of the proposed sponsors can be found at Appendix B.

### Resourcing

- 3.29. It will be necessary for a small team to be pulled together to provide the capacity and capabilities needed to deliver a programme of this magnitude. This team will be appointed on a fixed term basis, likely for two years initially. The funding for this team will be taken from the Transformation Reserve.
- 3.30. The Reserve was established in the current financial year with a contribution of £850,000. A commitment for a further contribution of £620,000 in next financial year was made at Full Council as part of the budget setting. To date £156,000 of the reserve has been committed leaving a balance of £1.3 million.
- 3.31. It is envisaged that there will be a requirement to buy in some elements of external support to provide expert advice to contribute to the programme. This will be commissioned following procurement and governance procedures and will be funded from the Transformation Reserve.
- 3.32. In addition to the team dedicated to the Programme, a number of key individuals across the organisation will be key to design and delivery. This will include senior managers who make up the Corporate Management Team, enabling services in Finance, Legal and ICT, and HR and Communications team will be key in ensuring the Council have engagement with all its stakeholders and employees are supported through the changes to come.
- 3.33. The recommendations set out in this report will help the Council to deliver the following Corporate Objectives:
- A high performing organisation that delivers excellent and value for money services
  - Delivering better outcomes for residents and businesses and reducing costs to taxpayers

## 4. Consultation

- 4.1. A consultation on the priorities was conducted during the summer of 2023 where the Council sought views from residents, communities, businesses, members and other stakeholders. What the Council heard was the following:
- *The importance of helping people to help themselves and have less reliance on Council services*
  - *The need to use technology more widely to support delivery of services*
  - *The need to work in partnership and share services to add resilience and reduce costs*
  - *The need to use council buildings and land to generate additional income*
  - *The importance of being more efficient in managing council funds*
  - *They are least accepting of reducing spend on frontline services or introducing charges or increasing council tax to generate additional income to spend on services*
- 4.2. Many of the Councils neighbouring authorities are undertaking their own transformational programmes. The issues that face the sector are now so severe that it is highly unlikely that individual authorities can address them without considering how the system can come together to find better solutions.
- 4.3. To this end it will be a key part of our programme to work closely with other local authorities to ensure that our programmes not only complement each other but actively seek to work in collaboration to provide new models of delivery in line with the 'systemic' design principle.
- 4.4. No transformation programme can be successfully delivered without buy-in from across the employee and Member base. The programme will be structured to ensure that there is engagement throughout the process with opportunities for both Members and officers to be part of the co-design of the solutions and have the ability to feedback on proposals.
- 4.5. Wherever there are impacts on how or what services are delivered then we will consult with our service users and other stakeholders to ensure that their views are taken into account before implementation of any significant changes in line with the 'co-designed' design principle.

## 5. Options

### Option 1 - Do nothing

- 5.1. To continue with the current status quo and seek to find savings and additional income streams on an annual basis to balance the budget in the short term rather than over the medium term, with the option to instigate a transformational programme at a later date.

- 5.2. This approach would allow the Transformation Reserve to be re-purposed to invest in other activities. Additionally internal resource would have greater capacity to focus on other priorities.
- 5.3. This approach has a high risk of failure as there has already been a significant reduction in the net cost base over the past ten years meaning very little tactical savings or simple commercial opportunities remain. Should this approach fail, there would be a risk that a balanced budget could not be set at some point in the future.
- 5.4. Delays in the development and launch of a transformational programme would mean that there would be less time to plan and embed changes to deliver the financial resilience necessary. This would likely mean that some more fundamental and structure changes wouldn't be able to be delivered and solutions developed could be sub-optimal.
- 5.5. Because of the negative impacts and high levels of risk related to this option it is not a recommended course of action.

#### **Option 2 – Agree the principles of the Fit for the Future Programme**

- 5.6. This option would allow the Transformation programme to start now and have sufficient time to deliver against the stated targets in line with timelines need to deliver a sustainable financial model. It uses a combination of internal and external resource to minimise costs, maximise organisational knowledge and trust and ensure fit with our district and within the wider Essex system.
- 5.7. The option does require additional resource that will be funded from the Transformation Reserve. However, there will be a significant impact on senior management and across the organisation to varying degrees which means that other activity wouldn't be able to be delivered. This will be mitigated through the focussing of activity on those priorities within the new Corporate Strategy.
- 5.8. **This is the recommended option**

#### **Option 3 – design principles of the transformation programme are redesigned and submitted for further consideration.**

- 5.9. An alternative approach to the transformation programme could be designed. To do so external support would likely be required to understand what other options there could be beyond those already suggested.
- 5.10. This option will provide an external verification of the proposed approach and ensure that best practice is put into place. However, this can also be achieved through membership of the LGA Transformation Network and working with other partners.

- 5.11. This would incur additional costs but these are currently not quantified. The commissioning of this support would create a delay in the development of a programme.
- 5.12. A third party is likely to not be able to design principles that sit closely with organisational culture even when designing in collaboration with internal resource. This may create issues with staff and member engagement.
- 5.13. There is a risk that despite the additional costs and delays, any redesign may be very similar to that already suggested.
- 5.14. On this basis that this course of action creates additional delays and may result in a suboptimal output, it is not the recommended course of action.

## 6. **Next steps**

- 6.1. If the agreed option is selected the programme will be mobilised.

## 7. **Financial implications**

- 7.1. There are no new financial implications from this report. The Transformation programme currently has resources allocated and held in reserve. The financial impact of activity under each workstream will be reflected in future updates to the MTFS and budgets.

## 8. **Legal implications**

- 8.1. There are no legal implications arising out of the recommendations set out in this report. Any actions arising out of the Fit for the Future Transformation Programme will be required to be considered through the Councils Governance process as set out in its Constitution.

## 9. **Other implications**

- 9.1. There are no other implications arising out of the recommendations set out in this report.

## 10. **Equality and Diversity Implications**

- 10.1. Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
  - (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not

- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 10.2. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 10.3. The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic. Further consideration will be given to any associated impacts as the action plan is prepared.

## 11. **List of Appendices**

11.1. Appendix A: Governance roles and responsibilities

11.2. Appendix B: Workstream sponsors

## 12. **Background Papers**

12.1. None

<b>Report Title:</b> Corporate Peer Challenge 2023: Action Plan	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 <sup>th</sup> March 2024	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2023/66
<b>Report Presented by:</b> Councillor Graham Butland, Leader of the Council	
<b>Enquiries to:</b> Suzanne Bennett, Corporate Director <a href="mailto:suzanne.bennett@braintree.gov.uk">suzanne.bennett@braintree.gov.uk</a>	

## 1. Purpose of the Report

- 1.1. The purpose of this report is to consider the Action Plan which will implement the recommendations of the report produced by the Peer Challenge team following the Local Government Association (LGA) Corporate Peer Challenge that was carried out in October 2023.

## 2. Recommendations

- 2.1. It is recommended that Cabinet:
- 2.1.1. Approve the proposed action plan at Appendix A for the implementation of the recommended actions from the final LGA Corporate Peer Report (Appendix B) (the Peer Report).

## 3. Summary of Issues

- 3.1. All Councils are expected to take part in the council assurance and peer support programmes that are provided by the LGA. A key part of that programme is the Corporate Peer Challenge and councils are expected to engage in a Peer Challenge approximately every five years.
- 3.2. Braintree District Council's (the Council) last Peer Challenge was carried out in 2013. Discussions had been held with the LGA for the next iteration of the programme however, that fell in the early days of the Covid19 pandemic and was therefore put on hold.
- 3.3. The current Chief Executive and the Leader of the Council agreed that a Peer Challenge would be held in 2023. The recommendations of the Peer Report would then be used to help shape the priorities in the new Corporate Strategy that is being drafted for approval by Council in March 2024.
- 3.4. The agreed team of peers who carried out the review were:

- Cllr Sam Chapman-Allen - Leader of Breckland Council (Member peer)
  - Laura Taylor - CEO of Winchester City Council (CEO peer)
  - Tina Mustafa - Assistant Director: Neighbourhoods, Tamworth Borough Council
  - Cassandra Clements - Managing Director, East Suffolk Services, East Suffolk District Council
  - Aimee Wittams-Smith – LGA Peer Challenge Manager
  - Daniella Howell – LGA Programme Support Officer
- 3.5. The peer team spent four days on site at Causeway House during the second week of October and spoke to a wide range of stakeholders. Verbal feedback was provided to Cabinet members, senior managers and other officers at the end of the week.
- 3.6. The feedback was developed into a more detailed report by the peer team and this Peer Report was received by the Chief Executive on 24 November 2023. The Peer Report can be found at Appendix B. The Peer Report has been published on both the Council's website and the LGA website.
- 3.7. At the meeting of Cabinet in December 2023 it was agreed that an action plan would be developed. This plan would set out the actions required to deliver the recommendations in the Peer Report.
- 3.8. The action plan has now been developed and this can be found at Appendix A. The action plan includes details of responsible officers and target timelines for delivery.
- 3.9. Should Cabinet approve the action plan, it will be published on the Council's website alongside the published Peer Report.
- 3.10. The recommendations set out in this report will help the Council to deliver the following Corporate Objectives:
- A high performing organisation that delivers excellent and value for money services
- 3.11. The purpose of the Corporate Peer Challenge is to allow councils to gain insights and enhance performance across service areas and functions and the development of action plan will ensure that the recommendations of the LGA report are acted upon.

#### **4. Options**

- 4.1. It is a requirement of the LGA Corporate Peer Challenge process that an action plan is developed following the publication of the Peer Report. To not do so would mean that the value of the Peer Challenge would likely be lost.

- 4.2. Cabinet could choose not to adopt this action plan and require amendments or adjustments to be made and a further iteration of the action plan be brought back for further consideration.
- 4.3. Officers have engaged across the Council to develop the most effective and impactful actions to deliver the recommendations in the report and therefore the recommendation is to approve the action plan.

## **5. Next Steps**

- 5.1. If Cabinet approves the recommended Action Plan, the actions will be included in the Annual Plan for delivery through 2024/25. Progress against the plan will be included in the Quarterly Report to Cabinet.
- 5.2. The peer team or some members of the team will visit the Council in the summer for a progress review meeting. This will consist of a day's visit to the Council in July and meetings with a number of key stakeholders to assess progress against the recommendations made.
- 5.3. Following the progress review meeting, a progress review report will be crafted by the Peer Review team. This report will be published by the Council following it being shared with and discussed by Cabinet.

## **6. Financial Implications**

- 6.1. The action plan has been developed with the intention to use current resources to deliver and therefore there will be no financial implications for the authority.

## **7. Legal Implications**

- 7.1. There are no legal implications arising out of the recommendations set out in this report.

## **8. Equality and Diversity Implications**

- 8.1. Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
  - (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.2. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual

orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

- 8.3. The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic. Further consideration will be given to any associated impacts as the action plan is prepared.

## **9. List of Appendices**

- 9.1. Appendix A – proposed Corporate Peer Challenge Action Plan
- 9.2. Appendix B - LGA Corporate Peer Challenge: Braintree District Council Report

## **10. Background Papers**

- 10.1. Corporate Peer Challenge 2023: Report and Initial Response – report to Cabinet on 18 December 2023.

## BDC Corporate Peer Challenge 2023

## Action plan

Ref	Description	Lead officer	Completion date
<b>1. Clearly develop and communicate BDC's vision supported by clear internal and external-facing leadership</b> (Suzanne Bennett)			
1.1	Development of new Corporate Strategy in consultation with stakeholders across the District and within the organisation, including a clear vision	Tracey Headford	March 2024
1.2	Publicity campaign linked to launch of the new Corporate Strategy – both external and internal communications	Tania Roberge	30 April 2024
1.3	Development of Annual Plan demonstrating actions to deliver priorities linked to the vision within the Corporate Strategy	Tracey Headford	May 2024
1.4	Communications with staff on vision – ensuring all key communications relate back to vision and how it is being delivered. CEO's blog, staff engagement sessions, CEO drop ins	Tania Roberge	Ongoing
1.5	Communication of vision to Members – development of vision and corporate strategy included in a Members Development session. Inclusion of Members Development session on the vision and corporate priorities on schedule for 2024/25 sessions	Tracey Headford	April 2024
1.6	Embedding vision through external communications including Contact Magazine in September and social media postings through the year	Tania Roberge	Ongoing
<b>2. Maximise the council's leading role as a valued local and regional public sector strategic partner with others</b> (Dominic Collins)			
2.1	Continue to take an active role in regional planning including Essex Planning Officers Association, East of England Planning Association, Local Nature Recovery Board, Recreational Avoidance and Mitigation Strategy and the Essex Climate Commissioners	Emma Goodings	Ongoing
2.2	Continue to be the host and lead partner of the North Essex Economic Board, hosting the programme manager here and leading the officer steering group	Dominic Collins	Ongoing

Ref	Description	Lead officer	Completion date
2.3	Take an active role in shaping the integrated care approach to health and wellbeing through the Livewell strategy and domains and through representation on the Mid Essex Alliance Executive Steering Group and attendance at the alliance and ICB	Caroline Elias-Stephenson	Ongoing
2.4	Lead on Community safety Partnership Initiatives through the coordination and management of the Regulatory Authority Group (RAG), undertaken the districts Strategic Assessment to help shape the CSP Action/Delivery plan and oversee the updates for the delivery plan to be signed off through the RAG.	Caroline Elias-Stephenson	Ongoing
2.5	Continue to play an active role in shaping the VCSE through working with the sector and the local CVS (Community 360) to create and increase community capacity. To work with Strategic partners such as ECC to help shape the CVS commissioning process.	Caroline Elias-Stephenson	Ongoing
2.6	BDC CEO to continue to influence strategic partnership working across North Essex, chair the North Essex Councils CEOs group and recruit to a NEC Director post	Dan Gascoyne	Ongoing /March 2024
2.7	BDC Leader to stand as chair for the Essex Leaders and Chief Executive Group	Dan Gascoyne	December 2023
2.8	Continue to lead the response to the Large Site Asylum Centre as Wethersfield through allocation of HO funding to offset impacts on partners on local communities, chairing the Multi-Agency Forum	Cherie Root	Ongoing
2.9	BDC CEO to continue to chair the EELGA CEOs group and influence on behalf of BDC, the East of England and all District Councils on the R9 Group nationally.	Dan Gascoyne	Ongoing
2.10	Continue to play an active role in leading the respond to emerging issues that impact Braintree and beyond as a key member of the Essex Resilience Forum	Cherie Root	Ongoing
<b>3. Establish the new 'corporate priorities' with an ambitious delivery plan with a golden thread through MTFS, strategies, processes and prioritisation. Support this by an evidence-based performance management programme (Dan Gascoyne)</b>			
3.1	Development of the new corporate strategy for 2024 to 2028 establishing new corporate priorities	Tracey Headford	March 2024
3.2	Audit of KPIs within services to ensure accuracy and reliability of information and to refine and update KPI guidance.	Tracey Headford	April 2024

Ref	Description	Lead officer	Completion date
3.3	Review KPIs to ensure they align with the corporate priorities and remain relevant	Tracey Headford	May 2024
3.4	Develop a new Annual Plan Template to ensure the vision, themes and priorities are embedded within services	Tracey Headford	November 2024
3.5	Review of current performance management reporting processes, systems and presentation with recommendations for improvement	Tracey Headford	December 2024
3.6	Develop a new Performance Management Framework linked to the Corporate Strategy vision, themes and priorities	Tracey Headford	Spring 2025
3.7	Align all templates (such as business case, project plans, committee templates etc) to corporate priorities	PMO Manager	December 2025
<b>4. Encourage innovation within the context of a mature approach to risk management</b> (Cherie Root)			
4.1	Review Strategic and Operational Risk framework to ensure continues to be fit for purpose to encourage innovation within the context of a mature approach to risk management	Phil Myers	December 2024
4.2	Ensure risk appetite is reviewed to align with ambitions set out in new Corporate Strategy and how risk appetite is nuanced across different activities	Management Board	June 2024
4.3	Continue to deliver training to members and key officers to understand risk management as part of corporate strategy and policy development, project management and operational management	Phil Myers	Ongoing
4.4	Building innovation as an integral part of how services are designed and delivered as part of the Fit for the Future Programme	Cherie Root	Ongoing
<b>5. Develop a well-resourced and SMARTer Transformation programme that clearly identifies the roles of senior leaders to deliver corporate priorities and seeks to innovate and balance the budget, supported by an effective change management strategy</b> (Suzanne Bennett)			
5.1	Fit for the Future Programme launched to employees and all Councillors	Suzanne Bennett	Jan/Feb 2024

Ref	Description	Lead officer	Completion date
5.2	Agree governance and reporting structures with JET	Suzanne Bennett	Jan 2024
5.3	Development and agreement of Fit for the Future Team	Suzanne Bennett	February/March 2024
5.4	Cabinet report outlining the top level design principles presented to Cabinet for approval	Suzanne Bennett	March 2024
5.5	Co design work at joint workshop with Cabinet and CMT to agree scope and approach to programme	Suzanne Bennett	April 2024
5.6	Workshop session with Service Unit Managers to provide more depth on rationale for programme and discussions on co-design for approach	Suzanne Bennett	April/May 2024
5.7	Presentation and Q&A session for all Members	Suzanne Bennett	April/May 2024
5.8	Design and agreement of approach and timetable for service reviews and organisation design work	Suzanne Bennett	June 2024
5.9	Engagement plan and structures for organisational input into programme developed	Suzanne Bennett	June 2024
5.10	Headline financial targets developed for overlay to MTFS to balance budget	Phil Myers	October 2024
5.11	Detailed project planning for business cases to deliver savings discussed and agreed with Cabinet	Suzanne Bennett	December 2024
<b>6. Create a workforce and organisational development strategy that tackles issues around capacity, skills gaps, succession planning, health and wellbeing, and retention</b> (Dan Gascoyne)			
6.1	Vision for Organisational Strategy being developed through consultation with CMT	CMT working group	January 2024
6.2	New Organisational Values being developed in consultation with staff	CMT working group	March 2024
6.3	New organisational behaviours to go alongside the vision in development	CMT working group	May 2024

Ref	Description	Lead officer	Completion date
6.4	New organisation strategy launched for the organisation	CMT working group	June 2024
6.5	Staff engagement sessions in February – engage with staff on vision and Values and Behaviours	Dan Gascoyne	February 2024
6.6	Design new approach to workforce planning to better understand capacity, skills gaps, succession planning in services	Tracey Headford	December 2024
6.7	Design out an Organisational design review to ensure structures and processes are aligned with strategic goals and remains responsive to change.	Tracey Headford	December 2024
6.8	Hold a Health and Wellbeing day to promote the health and wellbeing staff benefits	Tracey Headford	May 2024
6.9	Review of recruitment and retention package for organisation	Tracey Headford	March 2025
<b>7. Maximise the use of council assets to be clear on their purpose – regeneration, social or commercial to maximise income through capital investments</b> (Dominic Collins)			
7.1	Establish a Property and Asset Strategy Group to coordinate asset and property intent and activities across the Council	Dominic Collins	January 2024
7.2	Appoint new Head of Property and Asset Management	Dominic Collins	February 2024
7.3	Commission and complete a new Asset Management Strategy and Action Plan to confirm approach to asset portfolio	Dominic Collins	May 2024
7.4	Continue delivery against the 2023 Asset Management Review action plan	Dominic Collins	Ongoing
7.5	Planning for review of Operational Asset requirements as part of Fit for the Future Programme following outputs on Organisational Design	Dominic Collins	March 2025

# LGA Corporate Peer Challenge

Braintree District Council

10-13 October 2023

Feedback report





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## 1. Executive summary

A strong ambition to provide the best possible services to communities underpins the approach in Braintree District Council (BDC) and this ambition is complemented by the commitment of experienced members and officers, focused on serving residents and businesses effectively. Staff are committed to delivering high-quality services, though capacity risks exist in some areas. BDC performed well during the 'Bouncing Back Together' plan which ran to March 2023. 54 out of 66 projects were completed with eight more on track and making good progress at the time of the 2022/23 annual performance management report. A new Chief Executive working closely with the Leader enables the council to build on this success going forward. Priorities for improvement include transforming services through digitalisation, commercialisation, and shared services. Members and staff embraced the peer challenge process with openness and honesty, as a vehicle for learning and to drive improvement.

Effective collaboration and partnership working is a strength. BDC plays an active leadership role locally and regionally, such as the Chief Executive recently taking on the position of Lead Chief Executive for the East of England Local Government Association (EELGA), enabling representation of the district and North Essex Councils (NEC) at a regional level. The peer team spoke to public sector partners at all tiers of local government, in health, the police, business, external providers and the voluntary sector. It was evident that the council is regarded as an active and reliable partner across the board. Extending its activity to the local and regional levels allows BDC to position itself strategically as a district, recognising its role and responsibility within the wider context of governance and service delivery. BDC can further these successful efforts by considering the potential for strengthening its strategic partnering and commissioning with the voluntary sector who are keen to work more deeply with the council. This aligns with the broader goal of leveraging resources to meet the needs of the local community efficiently. Peers recommend strengthening connections with its town and parish councils which could enhance overall community delivery and collaboration, aligning with the council's broader commitment to a vision for the district as a whole, informed by its wider parish and village family.

BDC understands its financial challenges and its financial position in 2023/24 is stable, with reserves that were consistently bolstered during the last 3 years, the council has a strong awareness of its future budget deficits, which present a

challenge. For 2023/24, the budget required a £644,000 withdrawal from reserves and there is a budget deficit projected in coming years, with a £2m gap forecast by 2026/27 if no action is taken. BDC has developed a robust Medium Term Financial Strategy (MTFS) that aligns with its Treasury Management Strategy, allowing for responsible financial planning and management which is reflected in the council's high level of reserves compared to CIPFA benchmarking. Although the financial position is reasonable, like every council, there is a challenge facing BDC and it is necessary to address the £2m budget gap by 26/27. Peers strongly recommend developing and communicating a well-resourced transformation programme which seeks to balance the budget as a priority.

BDC has a strong track record of strategic investment in commercial assets to generate income streams. The council has a significant historic commercial property portfolio with a multimillion-pound rental income budget and risks related to yields are actively managed and actions taken to mitigate where appropriate. Since its 2013 Corporate Peer Challenge, BDC has clearly focused on a proactive approach, with notable initiatives like the Plaza, Horizon 120, and I-construct showcasing the council's commitment to diversifying its resources and assets for the benefit of its community, contributing to its overall financial health and resilience. Peers recommend maximising the use of council assets to be clear on their purpose – regeneration, social or commercial – to maximise income through capital investments. For example, the majority of Causeway House, the council's main office building, is not currently in use. Options for Causeway House are actively being considered alongside options for other office-space assets that are currently leased out but are coming up to lease renewal dates. In the local government context, the council recognises it is about ensuring that assets are leveraged for the greatest benefit, whether it be for regeneration, social good, or financial sustainability.

The council is developing a new Corporate Strategy to set strategic vision and priorities for the next phase of its improvement journey. BDC is now well placed and has an opportunity to engage stakeholders, communicate ambition, and achieve buy-in across the council and its partners. The Leader, Chief Executive and senior management team recognise the need to increase the pace and scale of delivery and change to achieve the objectives set out in its emerging Corporate Strategy. The council has demonstrated it can deliver transformative projects, such as its strategic investments and regeneration initiatives. Continuing this drive and momentum will

require strong leadership and alignment at all levels. Peers recommend that the council should leverage the Corporate Strategy development process to clearly articulate and share its vision, ambition and strategic priorities with staff, members, partners and communities. This will provide the foundation for driving greater pace of change.

The phrase 'the Braintree way' came up frequently in interviews with staff, which captured the commitment from officers to providing an excellent service for residents however it was also used to indicate that there may be some reliance on goodwill when it comes to capacity. Senior leaders recognise the devotion to the council from officers and are keen to ensure that they bring staff with them through the transformation journey they are about to embark on. There appeared to be some tension among officers around flexible working and its inconsistency across the organisation. The new Agile Working Policy presents an opportunity for managers to review old working arrangements from the COVID-19 era and check that the arrangements in their teams are the most effective to meet the team's performance goals and council needs. With a new Corporate Strategy and a new vision for the district in place, 'the Braintree way' may have to evolve or be refreshed as it aligns with its organisational development strategy and harnesses staff and resource potential.

Strong strategic leadership will be needed from the top tiers of management and Cabinet to turn the Corporate Strategy into clear direction for staff and transformational change for the council. Senior leaders should inspire the workforce around the vision and enable delivery through trust and empowerment. Peers recommend developing a workforce and organisation development strategy, combined with a change management strategy, which would equip the council with the focus and tools needed to successfully manage its people through significant change. Peers recommend that the council's risk appetite should be reviewed to ensure it is appropriately aligned with the change ambitions set out in the emerging Corporate Strategy. Essentially, translating the Corporate Strategy into tangible change actions will require unambiguous direction from strategic leaders, empowered staff, sustained partnerships, enhanced scrutiny and willingness to pursue innovation.

## 2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

### 2.1 Recommendation 1

Clearly develop and communicate BDC's vision supported by clear internal and external-facing leadership; linking refreshed values and strategic priorities to ensure organisational connectivity.

### 2.2 Recommendation 2

Maximise the council's leading role as a valued local and regional public sector strategic partner with others.

### 2.3 Recommendation 3

Establish the new 'corporate priorities', with an ambitious delivery plan with a golden thread through MTFS, strategies, processes and prioritisation. Support this by an evidence-based performance management programme.

### 2.4 Recommendation 4

Encourage innovation within the context of a mature approach to risk management.

### 2.5 Recommendation 5

Develop a well-resourced and SMARTer transformation programme that clearly identifies the roles of senior leaders to deliver corporate priorities and seeks to innovate and balance the budget, supported by an effective change management strategy.

### 2.6 Recommendation 6

Create a workforce and organisational development strategy that tackles issues around capacity, skills gaps, succession planning, health and wellbeing, and retention.

### 2.7 Recommendation 7

Maximise the use of council assets to be clear on their purpose – regeneration, social or commercial to maximise income through capital investments.

## 3. Summary of the peer challenge approach

### 3.1 The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Lead Officer Peer: **Laura Taylor**, Chief Executive, Winchester City Council
- Lead Member Peer: **Councillor Sam Chapman-Allen**, Leader, Breckland Council
- Senior Officer Peer: **Tina Mustafa**, Programme Director & Assistant Director Neighbourhoods, Tamworth Borough Council
- Senior Officer Peer: **Cassandra Clements**, Managing Director, East Suffolk Services Limited
- LGA Peer Challenge Manager: **Aimee Wittams-Smith**, Regional Adviser
- **Daniella Howell** – LGA Programme Support Officer

### 3.2 Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all of its communities? How is the Council utilising its place partnerships to understand local priorities, both within and across boundaries; and how are place partnerships working together to deliver outcomes? What steps has the Council taken to mitigate the impact of the cost of living crisis on communities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities? What role is the Council playing in shaping the future of public services across the system?
3. **Governance and culture** - Are there clear and robust governance

- arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
  5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve? Is the Council utilising partnerships to drive improvement? What programmes does the council have in train to ensure continual improvement is embedded?

### **3.3 The peer challenge process**

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three and a half days onsite at Causeway House, during which they:

- Gathered information and views from 47 meetings, in addition to further research and reading.
- Spoke to 111 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

## 4. Feedback

### 4.1 Local priorities and outcomes

There are examples of good public engagement and the use of data to inform policy such as the Economic Development Strategy, which supports the Local Plan. This kind of evidence-based policymaking is key in local government, alongside effective measurement of progress and success through comprehensive reporting and analytics. Equally, there are examples where there could be more robust use of data to inform policies, such as the EDI policy. Peers recommend making strategic use of data across the council, which can provide deeper insights into needs and enable effective targeted intervention. For example, informing the Leisure Strategy with data and further collaboration with Fusion Lifestyle, the external leisure provider.

The peer team heard that performance data is used to create dashboards, particularly at service level, however there is scope of improvement in aligning multiple systems to extract fuller and clearer data. The peer team understood from managers that there is a more transactional and operational approach to measuring performance. With a cohesive/single performance management and evaluation process, BDC could identify Key Performance Indicators (KPIs) and regularly review and update them with precision.

Braintree District is made up of three towns (Braintree, Witham, and Halstead) and a network of villages and smaller settlements, and it appeared to be generally recognised by officers and members that the four entities are “*so embedded in the residents, it gets embedded in the work*”. There is an opportunity to adopt a more unified vision for the entire district, providing a clear basis for developing council priorities. The need for a refreshed and widely communicated Corporate Strategy is apparent, to ensure a clear and coherent link between the council's vision, policies, and operations. Once the Corporate Strategy is embedded, strengthening relationships with the voluntary sector can enhance delivery and enable BDC to increase its understanding of, and engagement with, the wider community.

Increasing the skills base in the district is widely acknowledged as important for BDC, as in-district salaries are the lowest in Essex and only 25% of the population is qualified at NVQ4 and above whilst there is no higher education provision located directly in the district. Evidence collected by peers indicates that work on the ‘skills agenda’ declined during the pandemic, with schools stepping back from the Skills

Board, and now BDC are engaging in a wider Essex conversation on skills. The council is collaborating with the North Essex Economic Board (NEEB) to secure longer-term funding for green skills initiatives such as a skills centre for clean energy, building on the success of the 'I-Construct' Innovation Hub situated in the Horizon 120 business park in Great Notley. The council should set out clear plans to influence and achieve improved skills levels through further initiatives and consider where it could maximise the use of its assets to achieve this, whilst recognising the need for assets to have a sustainable financial position, for example by targeting the rental of its business spaces.

In response to the cost-of-living crisis, BDC has taken measures to address the impacts on its residents. The Leader and Cabinet initiated a cross-party committee to assess the situation and recommend interventions, and a cost-of-living partnership group involving key stakeholders was also established to understand what the impacts are and how successful interventions to date have been. In January 2023, the council created a Cost-of-Living Investment Fund using New Homes Bonus money, with a focus on improving food security and access to essential goods, aiding the community and voluntary sector in supporting vulnerable residents, and promoting physical and emotional well-being, particularly among young people facing barriers to leisure activities and sports club participation. Key projects underway include the 'Here to Help' initiative, winter resilience project, holiday activity programme extension, new distribution centre for a foodbank, new delivery service for a foodbank, extension of the sport for confidence service, energy advice and support line, energy grants, increased resources for employment support. In addition, a contribution of £25 per Council Tax bill was also made at the start of this financial year at a cost of £1.6m. This proactive response reflects the council's commitment to addressing the needs of its residents amidst the changing economic landscape.

Public Health concerns include the highest rate of excess winter deaths in Essex, levels of adult obesity exceeding the national average, and physical activity participation among adult residents behind both the national average and Essex's lowest figures. Braintree District has the fourth highest level of suicide in Essex at 12.4 per 100,000 residents, and suicide rates in Essex are higher than the national average. The council needs to evidence how it will seek to reduce this with partners through its new plan. The council is working with the Mid Essex Alliance on the development of health and wellbeing priorities to support its new LiveWell Strategy

and continues to work with partners including the Active Braintree Foundation, Fusion Lifestyle and the Braintree District Museum Trust to enable physical and emotional health and wellbeing support for residents. The council is also working with the Mid Essex ECC Childrens Commissioner to develop the Mid Essex Feel Well subgroup, focusing on collaborative approaches to supporting children, young people and parental health and wellbeing. Peers recommend using an evidence-based performance management evaluation programme to test the success of strategies like LiveWell.

The council has taken many positive steps to address climate change, it has declared a climate emergency and adopted a Climate Change Strategy and Action Plan which is currently being revised for 2023/24. BDC has made progress in decarbonising council-owned heritage assets, such as listed buildings, through measures like installing efficient boilers and LED lighting. It works with partners across the system on sustainability, but leadership could potentially champion and direct climate action more visibly and boldly. Performance reporting indicates all current projects are on track, such as increasing renewable energy and fuel security within the district and rewilding initiatives. Essex authorities are also working together to fund a new Biodiversity Net Gain officer and develop a cross Essex guidance document to support the implementation of Biodiversity Net Gain from November of this year. The recent Culture Peer Challenge at BDC found that the Housing and Communities team, in partnership with the Local Cultural Education Partnership (LCEP), has successfully engaged schools in climate change projects using arts and culture. There's also growing recognition of climate anxiety among children and young people, and creative interventions are suggested to support them and align with the LiveWell Strategy and Climate Change Strategy.

#### **4.2 Organisational and place leadership**

The council has had long-term political stability, with its current Leader in place for nearly two decades, providing continuity and strong political leadership. There are multi-party politics with 26 Conservatives, alongside Labour, Green, Independent and Halstead Residents Association councillors. The Joint Executive Team (JET) formed of members of the Senior Management Board and Cabinet meets fortnightly and provides a strong forum to tackle issues of corporate importance to achieve a joined-up leadership perspective. Whilst Cabinet is highly regarded internally and members are committed, engaged and embedded in their local communities, there is more to

do to ensure effective ownership of the transformation journey at a member level. This will ensure members are able to provide cohesive and strategic leadership to the organisation around the key priority areas. In terms of place leadership, there is an opportunity to forge a more impactful relationship with the Braintree Association for Local Councils (BALC) by setting out a plan for structured engagement. Although district councillors are on many parish and town councils, building on recent efforts by officers to cultivate relationships would prove beneficial to both the council and local communities.

BDC demonstrates a strong commitment to advancing its community through priority projects and significant investments such as Eastlight's £3m community programme, £71.5m on new facilities for place shaping, a significant spend on town centres, a £2m package of economic growth projects with NEEB, UKSPF, and the Horizon 120 business innovation and logistics park. Investments such as these demonstrate a clear commitment to shaping place for residents and businesses. Eastlight are keen to further build on their collaborative working relationships with the council and the Chief Executive should continue to foster this opportunity.

Collaborative engagement and partnership working are at the core of BDC's approach to addressing the diverse needs of its community and achieving positive outcomes for its residents. The council has developed mature partnerships across multiple sectors that enable impact at scale. For example, the Mid Essex Alliance with health agencies advances shared goals around public health, while collaborating with Essex County Council, the police, and neighbouring authorities combines resources to assess and address challenges that extend beyond district borders. The peer team heard from Eastlight social housing providers, and Fusion Lifestyle, a charity provider of BDC's leisure services. External stakeholders widely praise BDC for its dependability, proactivity and commitment when working together and collaborating over shared outcomes. The council actively participates in partnerships like the North Essex Economic Board (NEEB) to drive economic growth and is exploring future shared services with neighbouring authorities to enhance financial resilience. These partnerships align with the overarching objective of leveraging available resources efficiently to meet the diverse needs of the local community.

BDC has a clear *"passion for place."* The peer team's conversations with a wide range of partners clearly indicate that *"BDC is always 'can-do' rather than 'nothing we can do' or 'not my problem'"*. The council demonstrated strategic agility and effective

partnership working in responding to the complex situation at RAF Wethersfield. Stakeholders including health, police and Local Resilience Forum (LRF) partners praised the practical, resident-focused approach to the site's use. This balanced response highlights strong place focused leadership.

Beyond its range of successful partnerships, BDC is seen as a dynamic driver of change. The Chief Executive has recently taken up leadership responsibilities at the East of England Local Government Association (EELGA) and Chairs the North Essex Councils (NEC) Chief Executive group which has harnessed the strong relationships and partnerships established through NEEB. This expanded involvement on both local and regional fronts positions BDC strategically as a district, acknowledging its broader responsibilities and influence in not just service delivery, but conversations such as devolution and shared service arrangements.

The outward-facing visibility and commitment of senior leaders both political and managerial is welcomed by staff and members, although there is some work to be done internally to achieve BDC's goal to bring staff along with them on the council's transformation journey. The peer team heard about capacity issues across the council, and staff indicated that *"the Braintree way has lost its way"*. Project management currently appears to be an add-on responsibility for many staff rather than a dedicated role. Whilst it is evident that BDC has committed and knowledgeable officers at every level, focused project management resource and expertise will be required to support the delivery of the ambitious transformation agenda and BDC are currently recruiting for a new Project Management Officer to respond to this need. Peers suggest it would be helpful to conduct a detailed workforce analysis to identify and understand the current and future skill sets of staff, ensuring resources are reviewed so there is capacity for delivery. This approach will provide a solid foundation for optimising their capabilities to the fullest potential.

Consistent communication and strategic leadership from senior management and the Cabinet is essential to translate the Corporate Strategy into a clear roadmap for staff and partners to deliver transformative changes within the council. The vision will need to be communicated effectively but also inspire the workforce and provide them the confidence and empowerment to drive its realisation. Once the vision for the council is clarified, consideration should be given to further development for individuals in key roles so that a broader range of key individuals, both members and officers, are able to talk with confidence about the council's aims for the area. To

navigate significant change effectively, peers recommend that the council should invest in a comprehensive workforce and organisational development strategy, coupled with a robust change management strategy.

The council implemented flexible working arrangements that allowed for effective response during the pandemic. The dedication and resilience of staff during this time is an example of the positive outcome of ‘the Braintree way’. However, the peer team heard about inconsistencies in the application of flexible working arrangements, and it remains uncertain if these arrangements are serving all staff as intended. Officers and members both expressed that there could be improved ‘virtual visibility’ for those working from home, such as clearly communicated contact information with availability and working hours, and more opportunities for staff to come together face-to-face. It was noticeable at the staff forums attended by the peer team that this was the first time many of the officers had met one another. To address this, BDC was reviewing its Agile Working Policy in consultation with trade union representatives at the time of the CPC. This presents an opportunity to communicate it widely with staff and managers who can in turn evaluate team arrangements. Peers recommend enhancing this with increased opportunities for staff to engage with one another and the senior leadership such as monthly in-person staff forums or arranged face-to-face get-togethers. BDC has achieved so much, celebrating those successes and bringing staff together to see the bigger picture is vital in developing unity.

#### **4.3 Governance and culture**

The general message from officers and members alike is that BDC is a great place to work and that the council has a family atmosphere. The Leader is seen by staff as knowledgeable, open and transparent. Staff feel that BDC is a friendly council, and that they have autonomy and freedom to be creative. Relationships with two trade unions are generally positive and lead to good outcomes. There does, however, appear to be some hangover from pandemic working and the culture of past senior management. Staff quoted *“Work is hard, but I feel valued. My work environment makes me want to give up my time to do more”*, *“My laptop is on every night just to get through the work”*. Peers consider a refresh of the approach to organisational development and ways of working would be of benefit to ensure positive service outcomes. The peer team heard from staff that the new Chief Executive has had a positive impact on morale and culture since his arrival a year ago, however they would like some more corporate visibility internally from the senior team, such as

through staff forums and wider circulation of the Chief Executive's newsletter.

BDC has established a robust governance framework enabling lawful and accountable decision-making, through defined separation of powers and productive member-officer relationships. This constitutional foundation offers stability amidst changes like the emerging Corporate Strategy. As the council moves into a period of elevated ambition, governance will need to flex and strengthen as the organisation transforms. While the Scheme of Delegation is fundamental in ensuring transparent and efficient governance, there are elements that may inadvertently impede progress. For example, contract renewals over £150,000 in value require Cabinet sign-off, even if the new contract represents a cost decrease for the council. This mandatory step, though intended to maintain accountability, can inadvertently slow down decision-making. It is essential to strike a balance between oversight and the ability to adapt to evolving circumstances, and to ensure that staff know when they should seek authority. The scheme's adaptability is an area that BDC has recognised, and it has committed to updating the scheme accordingly. An iterative approach will ensure that the delegation structure remains relevant and effective and contributes to the pace and scale of change.

Constructive cross-party working is supporting effective governance in practice. Opposition groups are invited to attend Cabinet meetings and indicated that senior officers engage with them in a responsive and informative manner. Reinstating regular Group Leaders briefings could further promote inclusion and enable effective opposition input through scrutiny. Views on the relationships between opposition and administration members were mixed. While naturally some political friction exists between groups, priorities seem aligned with the administration's aims. As one opposition member stated, *"We would love to see some work to say we are one Braintree"* - indicating a shared vision for the district and *"Culture of Place and Culture of Organisation"*.

BDC have recently adopted a new Risk Management Policy and Strategy, and the commitment to risk management is evident, reflecting a responsible approach. Strategic risks are identified by senior management and reviewed through risk workshops with members. These feed into the Corporate Strategic Risk Register which is scrutinised by the Governance and Audit Committee. Financial risks are mitigated, for example through the use of earmarked reserves, close budget monitoring, and recovery plans. Major projects have dedicated risk oversight through

specific governance boards, key risks like cost inflation and recruitment challenges are being actively monitored and managed. In order to take BDC to the next level, peers recommend that a review of the council's risk appetite to ensure it aligns appropriately with its ambition for increased scale and pace of change.

Historically at BDC, formal scrutiny processes such as call-ins have been underused as a result of the inclusive way that the cabinet works with the opposition. However, the council now has a new Scrutiny Officer in post and with a new Chair of Scrutiny they are seeking to strengthen the impact and performance of scrutiny arrangements. Focused officer support and training for members will support embedding new practices and pave the way for more regular opportunities for members to contribute to the committee's forward plan and bring Cabinet before the committee to be held to account. The Governance and Audit Committee at BDC is functioning effectively, with engaged members. In particular, the Chair and Vice Chair demonstrate strong command of issues with a well-developed understanding of risk and how this aligns to the MTFs, providing oversight. Senior management value and cooperate with the Audit function, enabling it to operate successfully and independently.

While some members find officers highly responsive, others report slow communications and difficulty accessing staff at times. There may be opportunities to "shift dependency towards independence", by equipping members to self-serve as a first port of call. Overall, members indicated that they were satisfied with the member development programme led by the Organisation Development and Learning team and felt that the member induction pack was excellent. Future development need is identified by the Governance team based on hot topics such as devolution and RAF Wethersfield, necessary training such as Code of Conduct, and required skills such as Charing. One area that the peer team identified there could be more support for members is around civility in public life. Several members expressed concerns about their safety as councillors in the public realm, particularly for women. This should be actioned as a priority.

The council is just embarking on its transformation journey, but it is essential that the basics are in place to support wider, perhaps more significant, change in how the council functions. Post-COVID-19, amid the backdrop of the Cost-of-Living crisis and global challenges, the demands placed on the council have amplified. The casework that staff support has evolved to become more complex and challenging. As a whole staff are willing and ready to help, so it is important that they are supported to do so.

The council has a good wellbeing offer including Mental Health first aiders and an Employee Assistance Programme, however the top reason for sickness absence is stress/anxiety and it appears that there could be more direct support for those handling the more complex casework. To facilitate this journey, peers recommend a golden thread integrating HR policy reviews, a well-defined workforce development strategy, consistent appraisals, ongoing training, and enhanced communication, which will be key in equipping the staff for the road ahead.

#### **4.4 Financial planning and management**

BDC has a net revenue budget of £17.5m for 2023/24. Positive financial stewardship has led to strong financial performance in recent years, consistently overachieving against budget and maintaining a healthy level of reserves despite pandemic fluctuations. As a result, BDC's reserves levels are higher compared to The Chartered Institute of Public Finance and Accountancy (CIPFA) near neighbour benchmarking. The Council exhibits robust strategic financial planning, with a detailed process for developing the Medium Term Financial Strategy (MTFS) and aligning the capital programme and Treasury Management Strategy. The current MTFS projects a £2m budget gap by 2026/27. Savings plans so far appear to be tactical rather than transformational, plugging the budget in the short-term with more accessible marginal savings. Detail of the financial challenges are not fully owned across the organisation, so the council has work to do on increasing organisational budget awareness and how zero-based budgets work.

A reserve of £850,000 has been invested into non ongoing transformation costs for 2023/24, and work is set to begin imminently. A comprehensive transformation programme should form a core pillar within BDC's improvement process. With a forecasted budget gap of £2m by 2026/27, a 'business as usual' approach will not close this structurally. Peers recommend that the council should take a multi-year, whole-system approach to reviewing service delivery models, maximising digital enablement, and identifying efficiencies. This requires dedicated resources and governance, but done well, transformation can enhance outcomes as well as financial sustainability. Clear timescales, accountabilities, regular progress monitoring and engagement of members and staff will support effective delivery.

ICT has been identified as an area of concern for BDC, primarily due to cyber security risks and staffing pressures. Cyber security represents one of the most

significant risks currently facing the council. However, potential mitigations exist. For example, members currently receive allowances to purchase their own ICT devices, but providing corporately managed devices to members could enhance cyber security while realising savings in allowances. This option is worth exploring given ICT's importance to council functioning and ongoing staffing vulnerabilities.

There appears to be an underlying belief among members that shared services will substantially support addressing BDC's projected budget gap. However, staff perception is that the focus on back office shared services overlooks the potential for sharing frontline place services like street scene which may offer additional efficiency opportunities and should be reviewed. The benefits of shared services are not just financial efficiencies - increased capacity and resilience are equally important in the current context of recruitment and retention challenges. Shared services do not automatically generate dramatic savings but are still worthwhile where they enhance the efficiency of the services being provided. The developing shared services proposals with Colchester and Epping Forest councils will require a clear business case quantifying service quality, risk reduction, and efficiency benefits. Shared services based on open partnerships rather than financial constraints alone have the best chance of success. By undertaking rigorous due diligence, BDC can implement sustainable shared models that balance pragmatism, strategic need and transformation requirements.

Wethersfield airfield asylum accommodation represents a complex long-term challenge with many uncertainties. As a known unknown, it will require dedicated council focus for years and it is clear it will be a strain on the capacity of the organisation dealing with the various aspects of it. The issues across housing, social care, community relations and local infrastructure will be multi-faceted. In recognition of this, additional resources or external funding will need to be secured. BDC has received initial payment of the one-off Asylum Large Sites and Vessels Grant from the Home Office, which must be used within specified criteria to address service pressures associated with the Wethersfield asylum accommodation. While beneficial, the grant terms mean it cannot cover wider budget impacts or the council's own legal costs incurred challenging the site usage which currently stand at £172k. With operations potentially continuing for four years, longer-term financial sustainability and its impact on staff capacity remains a concern. BDC should account for fluctuating but ongoing Wethersfield demands in budget and resource

considerations, as well as other known and unknown challenges of this scale and complexity.

The council's ambitions need to be underpinned by continued robust financial planning. As priorities are defined, the resources and investments required for delivery should be clearly quantified. This applies to revenue, capital, assets and other sources. Financial strategy then needs to pinpoint how resource needs will be met through savings, commercialisation, council tax, fees and charges etc. Peers recommend that programmes and strategies across the council must directly align with available resources so collective accountability for budgets can be fostered.

There is opportunity for BDC to maximise the use of council assets to be clear on their purpose – regeneration, social or commercial – to maximise income through capital investments. There appeared to be a question over the future of Causeway House, the council's main office building. The majority of the site not currently being used and the space does not align with the council's requirements for hybrid working. Consultants have been brought in to enable hybrid ways of working and maximise the efficiency of the space in the immediate term, whilst longer term alternatives are considered. By being intentional about assets' strategic purpose and making the most of what it has, BDC can carve out a clear future for the way the council works. For example, Citizen's Advice (CAB) could move into Causeway House if that is where the council workforce will continue to be based. Examples where councils have provided office space for CAB include Harlow, Epping Forest and Basildon. By having the CAB on-site, the council can closely align service delivery and referrals, create public access efficiencies, and visibly demonstrate their support for this vital voluntary organisation assisting vulnerable community members. It embeds the CAB's essential support role into the fabric of public services.

The capital programme is frontloaded, with reduced amounts being allocated to future years following a period of significantly heightened capital expenditure, and borrowing is low with minimal debt compared to other councils in the region. The council has a significant historic industrial and commercial property portfolio with a multimillion-pound rental income budget and is not reporting any problems in relation to risk. No concerns have been flagged by external audit in the interim reports for 2019/20 and 2020/21 which have been submitted to the Governance and Audit Committee to provide assurance, though national delays exist and the completions of all audits from financial year 2019/20 onwards are still outstanding. Peers

recommend proactive risk management with scenario modelling, this will be growingly important in the current financial context. Diversifying the property portfolio over time and maximising value from assets can minimise threats. Maintaining its healthy reserves provides BDC with security to smooth out financial uncertainty as and when risks materialise.

BDC benefits from an experienced and insightful Section 151 officer who has served the council for many years. This longevity provides deep institutional knowledge that will be invaluable in guiding the council's improvement journey. The Section 151 officer's strong relationships and respect enable them to speak truth to power with credibility. Their leadership on the Senior Management Board and Governance and Audit Committee cements their central role, and succession planning ensures retention of strong financial control and oversight.

#### **4.5 Capacity for improvement**

BDC has undertaken incremental savings programmes in the past, including initiatives like the £1.6m Challenge and the Investment and Development Programme to track delivery against it. While past savings plans have been appropriate, a transformation programme will now need to be defined and resourced. Peers highlighted that this programme should incorporate service reviews, technology & automation opportunities, and assets rationalisation. Transformation must be understood organisation-wide, staff want to assist transformations but need dedicated programme management capacity. Peers recommend a clear purpose linking transformation to corporate objectives and outcomes for residents should be communicated. Following the next transformation plan, the council could consider implementing a continuous improvement culture so that change is part of everyone's roles and less impactful on workloads.

Like many councils, BDC is experiencing recruitment and retention challenges in certain service areas. Specialist services requiring professional qualifications are especially difficult, and retention problems then create service bottlenecks. BDC specifically cites hard to fill roles in legal, planning, finance, environmental services, asset management, and landscapes. These are continual problem areas nationally, given competition from the private sector and the shift to hybrid working opens competition from further afield. Targeted approaches are needed like clear career pathways, professional training, and market-responsive rewards. Workforce planning

must account for turnover risks. BDC do make use of apprenticeships, with 19 apprentices recorded in people performance measures, though not in all service areas. With data-driven, proactive strategies, BDC can better secure the talent needed to deliver for residents now and in the future.

Staff indicated that the “*Senior Management Board listen and are willing to consider new ideas.*” This is a great basis for including staff in the transformation process every step of the way. Professional development creates organisational learning opportunities and staff should be supported to innovate as well as incorporating mechanisms for all stakeholders' ideas which will create capacity for innovation and improve services. Coupling this with enhanced performance reporting will support and test continuous improvement.

In summary, while incremental changes have been beneficial, BDC requires a systematic, resourced transformation programme to meet escalating challenges and strategically respond to future budget gaps. This demands strategic focus through the new Corporate Strategy plus engagement with informed staff and partners, supported by an effective change management strategy. By clearly communicating the "why", and supporting the "how", BDC's transformation can be an improvement journey for residents and staff across the council.

## 5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a ten-month check-in session, which provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Rachel Litherland, Principal Adviser for the East of England region, is the main contact between your authority and the Local Government Association. Rachel is available to discuss any further support the council requires.

[rachel.litherland@local.gov.uk](mailto:rachel.litherland@local.gov.uk), 07795076834.

## 6. Additional information

### 6.1 ICT

The LGA has a [Cyber, Digital and Technology](#) offer for councils. This includes access to a [free cyber 360 service](#) and advice and guidance from experts. For more information or to discuss bespoke requests contact: [jamie.cross@local.gov.uk](mailto:jamie.cross@local.gov.uk)

The City of London Police is running two Cyber security briefings for councillors on [13 November](#) and [15 November](#). The briefing will provide impartial and practical cyber security advice, including examples of current threats relevant to councillors with a range of cyber security experience and options to make them more secure.

### 6.2 Transformation

The LGA will be supporting councils with their transformation plans through our programme of [masterclasses](#) and [workshops](#).

Our Transformation programme is informed by two groups of local government officers – the [Transformation Network](#) and the [Behaviour Change Leads Group \(BCLG\)](#). These groups give officers valuable opportunities to learn new techniques, network, share notable practice, and hear from guest speakers.

Through our [Transformation and Innovation Exchange \(TIEx\)](#) self-assessment tool, our [Transformation Capability Framework](#), and our database of [Transformation case studies](#), we will support councils to identify what works well in transformation, providing them with intelligence and resources to support successful transformation.

#### Transformation Experts

The LGA's [Transformation Experts Programme](#) offers bespoke advice and support to local authorities to help them deliver transformation activities. We have a cohort of Transformation Experts who have delivered transformation programmes in their own councils. Our Transformation Experts will be linked up with councils who request ad hoc support to provide expert advice. This could range from reviewing their council plans and projects, to offering constructive challenge based on their own experience and knowledge. The type of support will be led and determined by the needs of the recipient council. The support will be available for a maximum of 10 days until March 2024.

Contact: [Olivia.Lancaster@local.gov.uk](mailto:Olivia.Lancaster@local.gov.uk) or [Michael.Balls@local.gov.uk](mailto:Michael.Balls@local.gov.uk)

### 6.3 Civility in Public Life

A free [personal safety for councillors webinar](#) will take place on 30 November. Councils can also request workshops on personal safety or online safety for councillors through our grant funded civility support offer, for more details see the [Civility hub](#).

### 6.4 Workforce

The LGA provides a [workforce offer](#) for councils. The LGA Workforce Team is able to provide support to up to forty councils this year with tailored workforce support. This bespoke support aims to address specific and complex workforce challenges. To discuss, please contact: [Nigel.Carruthers@local.gov.uk](mailto:Nigel.Carruthers@local.gov.uk)

<b>Report Title:</b> Managed Service Solution For Temporary Workers	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 <sup>th</sup> March 2024	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2024/05
<b>Report Presented by:</b> Councillor Kevin Bowers, Cabinet Member for Resources and Performance	
<b>Enquiries to:</b> Penny Phillips, HR Manager <a href="mailto:penny.phillips@braintree.gov.uk">penny.phillips@braintree.gov.uk</a>	

## 1. Purpose of the Report

- 1.1 This report sets out the proposal to sign up to the Essex County Council managed service solution for temporary worker services.

## 2. Recommendations

- 2.1 To sign up to the Essex County Council Managed Service Solution framework for temporary workers for 3 years from 1 April 2024.

## 3. Summary of Issues

- 3.1 Braintree District Council (the Council) does not currently have a formal arrangement or contract in place for the provision of temporary workers. Instead, managers liaise directly with individual agencies to source temporary and/or interim workers mainly through a preferred suppliers list. This arrangement may not be the most cost effective as fees are negotiated on an ad-hoc basis and have not been market tested for some time. In addition, the administrative burden of timesheet and invoice processing for temporary workers across several agencies is high.
- 3.2 The existing arrangements for engaging agency workers have been in place for a number of years and has only been reviewed within the Operations Service. The other areas that use agency/temporary staff such as Planning, Legal, Customer Services, Building Control and Housing spent over £1.2m in 2022/23 across various agencies.
- 3.3 Essex County Council (ECC) has established a Dynamic Purchasing System (“DPS”) that allows efficient placement of job roles with external agency work providers. The DPS operates within predefined role rate bands and includes percentage mark-ups paid by ECC. This arrangement offers several advantages including compliance with the Public Contracts Regulations 2015

(PCR15), flexibility for additional providers to join the DPS upon application and consistent and transparent rates and mark-ups.

- 3.4 ECC have 250 agencies on the framework and have engaged with many of the council services to sign up the agencies used, negotiating reduced rates enabling the Council to realise savings as soon as it signs up to the ECC managed service solution. Where specialist agency support is required, ECC will access through its own direct supply chain of agencies. They have also partnered with Matrix SCM who will engage the temporary worker, manage the time sheet, payroll, and billing, and invoice the council directly.
- 3.5 The proposal is being brought to Cabinet due to the current levels of expenditure on agency staff across the organisation with the exception of Operations who are not included in this proposal as they have their own arrangements in place and cost savings were not identified in this area. There is provision to bring Operations agency staff into the DPS at a later date should the need arise.
- 3.6 The proposal to streamline the processes for agency/interim staff through DPS will provide savings and keeps the process of procuring agency workers as streamlined as possible; fully compliant with procurement regulations.
- 3.7 Ensuring the provision of cost effective and high-quality agency workers is vital for the Council to effectively resource alongside its existing permanent and fixed-term staff. The use of agency and temporary staff is kept to a minimum but it is sometimes necessary to fill resource gaps due to sickness, other leave requirements, unavoidable demands in services and for covering short term interim assignments in services.
- 3.8 In the attached appendix, the table shows the percentage charge that ECC will apply to pay rates. There is a percentage differential between different tiers depending on how ECC sources the temporary worker. The rates from ECC are significantly lower than the current rates paid to the various agencies by services which is between 12-30% depending on the role.
- 3.9 In addition to the cost savings achieved through reduced agency fees, the managed solution offers savings for converting temporary workers to permanent staff. Currently, agencies charge between 15-20% of the annual salary. However, with the ECC manager service, no fee is payable if the temporary worker is recruited to a permanent position through a formal recruitment exercise. If for any reason a formal recruitment process is not entered into, a fee will apply, but this is a significantly lower rate compared to the current fees.

Temporary Workers Length of Assignment	Temp to Perm Fee payable (Agency Hire)	Temp to Perm Fee payable (direct hire)
0-4 weeks	12.5%	0%
5-9 weeks	7.5%	0%
10-14 weeks	2.5%	0%

After 14 weeks	0%	0%
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- 3.10 This arrangement will bring greater transparency to the total agency spend of the Council. By having a single provider, it will be easier to track and monitor the expenses. This will enable the implementation of management information and Key Performance Indicators (KPIs) to evaluate the service provided by ECC. Currently, this evaluation is challenging due to the distribution of agency spend across various service budgets.
- 3.11 It is difficult to confirm the savings that will be realised as the use of agencies varies. Further work is being carried out to better understand this. Moving to the ECC managed service is more than saving money, it will provide a more streamlined process for using agency staff with spend and usage more easily tracked.
- 3.12 The DPS system is available to use by all Local Authorities within Essex and other Authorities are joining over the coming months. The system is compliant with the Councils contract procedure rules and meets the current PCR 2015 regulations.
- 3.13 The recommendations set out in this report will help the Council to deliver the following Corporate Objectives as it will streamline processes for agency/interim staff and should provide savings:

- Delivering and Innovating

#### **4. Consultation**

- 4.1 No consultation has been carried out.

#### **5. Options**

- 5.1 If the Council continue to do nothing, costs are likely to increase and the Council will find it harder to keep track of the services using agency staff.
- 5.2 The preferred option is to sign up the ECC Managed Service for 3 years. There are no costs for set up. The costs of taking on agency staff is reduced and the processed is better defined for all services.

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

- 6.1 The implementation of the ECC managed service will result in cost savings for the Council on temporary staff.
- 6.2 Engaging a managed service for the commissioning of temporary staff will bring about process efficiencies in various aspects, including the engagement of agency staff, invoicing, and payments.

## **7. Legal Implications**

7.1 There are no legal implications.

## **8. Other Implications**

8.1 The provision of staff through a managed service will ensure a more consistent approach to training and induction of temporary staff.

## **9. Equality and Diversity Implications**

9.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

9.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **10. List of Appendices**

10.1 Appendix 1 – ECC Tiered pricing system

## **11. Background Papers**

11.1 None.

## Appendix 1

ECC will apply a % charge for these services, differentiated by direct or agency hire. The tables below show the full % charge that will be applied to pay rates.

Job Categories	Examples	Direct Hire Source by ECC	Tier 1 ECC Supply Chain	Tier 2 ECC Supply Chain	Tier 3 ECC Supply Chain
Administration	Business Support Assistant	4.50%	8.25%	8.75%	9.75%
Business Continuity	Business Continuity Manager	6%	10.25%	11.25%	11.75%
Customer Services	Customer Specialist	4.50%	8.25%	8.75%	9.75%
Economic Development	Commissioning Officer Skills Development Economic Growth	8%	11.25%	11.75%	12.75%
Environments and Public Services	Independent Living Housing Advisor Development and Flood Risk Officer	8%	11.25%	11.75%	12.75%
Finance (unqualified)	Providing finance support Finance Assistant Credit Controller	5.50%	9.25%	10.25%	11.25%
Finance (qualified)	Finance Business Partner Accountant	8%	10.75%	11.75%	12.75%
Highways and Waste (technical)	Highways Engineer & Technical Business Analyst	8%	11.25%	11.75%	12.75%
Human Resources (qualified)	HR Business Partner People Technology Analyst	6.50%	10.25%	11.25%	13.25%
Information Services	TS Business Analyst	5.50%	9.25%	10.25%	11.25%
Legal and Governance (qualified)	Solicitor	8.50%	12.25%	13.25%	16.25%
Legal and Governance (un-qualified)	Paralegal	5.50%	9.25%	9.75%	10.25%
Marketing and Communications	Content advisor	4.50%	8.25%	8.75%	9.25%
Operations/Industrial	Canteen Assistant Chef / Catering Lead Assistant Manager – Essex Outdoors Refuse Recycling Centres	5.50%	9.25%	9.75%	10.25%
Procurement (qualified)	Category and Contract Manager	7%	10.25%	11.25%	12.25%

	Category and Contract Assistant Manager				
Property	Engineer Planner	8%	10.75%	11.25%	14.25%
Public Health	Development and Flood Risk Officer	8%	11.75%	12.25%	13.25%
Strategy and Policy	Analyst – Data & Analytics Performance and Business Intelligence Analyst	8%	11.25%	11.75%	13.25%
Executive Interim	Pay rate of £451 per day + (or hourly equivalent)	8%	12.25%	14.25%	19.25%

A three-tiered pricing system is in use for agency supplied workers.

Tier 1 – Our first point of call for supplier services for all job categories

Tier 2 – Our second point of call for supplier services for all job categories (To be called upon after 48 hours of live role requirement).

Tier 3 – Our third point of call for supplier services for all job categories (To be called upon after 96 hours of live role requirement).

<b>Report Title:</b> Scheme of Delegation for the Management of Stray Dogs	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4th March 2024	<b>For:</b> Decision
<b>Key Decision:</b> Yes	<b>Decision Planner Ref No:</b> DP/2023/74
<b>Report Presented by:</b> Paul Partridge, Head of Operations	
<b>Enquiries to:</b> Stuart Thompson, Assistant Manager (Street Scene Protection) <a href="mailto:stuart.thompson@braintree.gov.uk">stuart.thompson@braintree.gov.uk</a>	

**1. Purpose of the Report**

- 1.1 To update the Braintree District Council (the Council) stray dog service and seek delegated authority for the management of American XL Bully type dogs following changes to UK legislation.

**2. Recommendations**

- 2.1 To delegate authority to:
- a) the Head of Operations, or
  - b) in instances where there are licensing considerations, to the Head of Environment, to instruct RSPCA Danaher Animal Home, Wethersfield, to euthanise a stray XL Bully dog in circumstances set out within this report.

**3. Summary of Issues**

- 3.1 Under the Environmental Protection Act 1990, where the Council has reason to believe that any dog found within the district is a stray, the Council has a duty to seize and detain that dog, until the dog is claimed by its owner or it is rehomed.
- 3.2 The Council currently has a Service Level Agreement (SLA) with RSPCA Danaher Animal Home (Danaher) which supports the Council in the management of stray dogs. Under this contract, Danaher provide kennel services for stray dogs on behalf of the Council for a period of 7 days. Any dogs not claimed within the 7 days are then automatically gifted to Danaher for rehoming.
- 3.3 Owing to the increase in incidents involving XL Bully type dogs, there has been a change to the UK Legislation. With effect from 31 December 2023, XL Bully dogs are now included within The Dangerous Dogs Act 1991.

- 3.4 As a result of the change in the legislation, it is illegal to sell, breed or give away an XL Bully dog in England and Wales. It is also illegal to own an XL Bully dog unless there is an exemption certificate in place. Such certificates must be applied for by 31 January 2024. Before a certificate can be issued by the Department for Environment Food and Rural Affairs, applications for an exemption certificate are required to be supported by a range of documentation, including evidence that the dog is microchipped, insured and has been neutered. From midnight on 1 February 2024, it became illegal (and a criminal offence) to own an XL Bully unless the owner has a valid Certificate of Exemption.
- 3.5 Accordingly, Danaher have informed the Council that, as a result of the change in the legislation, this means that they are no longer able to rehome this breed, in circumstances where they have not been claimed by an owner within the 7-day period.
- 3.6 Danaher will continue to provide kennel services for this breed for 7 days in line with the contract in place but will not be able to hold them beyond that date. Accordingly, the Council has considered what available options it has for the effective management of stray XL Bully dogs, post the 7-day period.
- 3.7 The Council is required to have in place a process for the management of stray dogs. Presently, any XL Bully type dogs seized as a stray can be held at Danaher for the 7 days, but if not claimed, the Council will either need to transfer them to a licensed boarding kennels that are willing to kennel this breed or find an alternative provision.
- 3.8 These breeds cannot remain at Danaher after the initial 7-day period. To do so would mean that they would continue to take up kennel space and could restrict the Council from kennelling any other strays at Danaher.
- 3.9 Under the Environmental Protection Act 1990, any dog seized in accordance with this Act that has been detained for seven clear days after the seizure and has not been claimed by the owner, may be disposed of either through selling or giving it away, giving it to an establishment for stray dogs or by destroying it. Due to the provisions of the legislation, the first two elements are not available options for the management of this breed.
- 3.10 It is currently unclear, how many of these breeds the Council is likely to receive through the stray dogs service, and the Council does not know how many XL Bully dogs are currently within its district.
- 3.11 Since the changes to legislation, there has been significant consideration given nationally to the issue of the management of this breed. There are many that disagree with the legislation for a wide range of reasons, however, charity groups, kennels and dog handlers have confirmed that they will comply with the new legislation. Accordingly, it is believed nationally that the most humane way to deal with this breed in circumstances where they are identified as a stray is for them to be euthanised.

- 3.12 As it is illegal to rehome this breed, the alternative is for the breed to remain long term at the kennels. However, there has been significant research in this area, and there is evidence to support that long term kennelling is detrimental to the welfare of the animals.
- 3.13 Accordingly, the Council will continue to provide a stray dog service, and in the event that it collects a breed that is suspected of being an XL Bully, it will instruct officers at Danaher to carry out an assessment. Danaher officers been trained in the identification of this breed and will use the Government guidance criteria to complete their overall assessment of any dog presented to them for kennelling by the Council.
- 3.14 It is recommended that delegated authority is given to the Head of Operations, in consultation with the Head of Environment, to instruct Danaher to euthanise a XL Bully dog, in circumstances where Danaher officers have confirmed to the Council that the breed is an XL Bully, and the owner has not been identified within the initial 7-day kennelling period.
- 3.15 The SLA with Danaher provides that they will arrange for a qualified veterinary surgeon to attend the kennels to euthanise the dog. This ensures that this is carried out humanely and avoids any unnecessary suffering to the dog.
- 3.16 The recommendations set out in this report will help the Council to deliver the following Corporate Objectives:
- A sustainable environment and a great place to live, work and play;
  - Residents live well in healthy and resilient communities where residents feel supported;

#### **4. Options**

##### **Seek delegated authority for the management of stray XL Bully dogs**

- 4.1 This option ensures that the Council has in place an effective process for the management of stray dogs within its district and ensures that there is a process through which stray dog are assessed in accordance with the Government guidelines by those that have undertaken the appropriate training.
- 4.2 Under the Danaher SLA, the Council pay for the use of one kennel all year round, any more than one dog requiring kennelling, will incur an additional kennelling fee.
- 4.3 The Council is aware that there has been heightened publicity surrounding this particular breed, and that such decisions can be extremely difficult. However, in view of the legislative changes, the Council has limited options available whilst ensuring it complies with the new legislation and its obligations for the management of stray dogs. This is the recommended Option

## **Refuse to collect this breed as part of the management of the Stray Dogs Service**

- 4.4 The Council has an obligation for the management of stray dogs within its district. Currently breeds classified under the Dangerous Dogs Act 1991 are managed by the Police. However, whilst the legislation provides that the powers sit with the Police or a local authority, Essex Police have been clear that they will fulfil their duties in respect of the obligations under the Dangerous Dogs Act 1991 but are not able to attend Danaher and carry out an assessment of the breed at this time. However, if an owner attempts to recover their dog from Danaher, Essex Police's Dog Legislation Officer would automatically attend as part of the wider due diligence with the breed. Accordingly, the Council considers that leaving this breed to stray could result in a higher risk to the breed and to residents. Therefore, this is not the recommended option.

### **5. Financial Implications**

- 5.1 The Council currently pays for 1 kennel space throughout the year. On occasions there is more than 1 dog and a charge of £12.30 per day is charged where an additional kennel is required for a 7-day period.
- 5.2 In addition, the Council currently also pays the expenses arising from any consultation with a vet that is needed as part of the care during the initial 7-day period, as well as any booster injections (£68.00) required.
- 5.3 Under the terms of contract with Danaher, the Council is also responsible for the costs of euthanising a dog if necessary. For any stray, this can occur if a vet determines that this is in the best interests of the dog, having regard to its medical condition and wellbeing. This is on a scale, with a maximum of £90 per dog on top of normal stray dog fees.
- 5.4 It is proposed that costs are monitored, and it may be possible to manage the costs within the current service budget subject to the number of dogs seized and subsequently euthanised.

### **6. Legal Implications**

- 6.1 Under the Environmental Protection Act 1990, where any dog seized under this section has been detained for seven clear days after the seizure and the owner has not claimed the dog, an officer may dispose of the dog
- (a) by selling it or giving it to a person who will, in his/her opinion, care properly for the dog;
  - (b) by selling it or giving it to an establishment for the reception of stray dogs; or
  - (c) by destroying it in a manner to cause as little pain as possible
- 6.2 With effect from 1 January 2024 it will be unlawful to sell, give away or rehome an XL Bully dog. Therefore, the Council cannot use the first two

options as part of the management of this breed through the Stray Dog Service.

## **7. Equality and Diversity Implications**

7.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act.
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

7.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **8. List of Appendices**

8.1 None

## **9. Background Papers**

9.1 None

<b>Report Title:</b> Potential Open Space Improvements (Formerly the – Open Spaces Action Plan)	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 <sup>th</sup> March 2024	<b>For:</b> Decision
<b>Key Decision:</b> No	<b>Decision Planner Ref No:</b> DP/2023/71
<b>Report Presented by:</b> Councillor Gabrielle Spray, Cabinet Member for Planning and Infrastructure	
<b>Enquiries to:</b> Alan Massow, Principal Planning Policy Officer <a href="mailto:alan.massow@braintree.gov.uk">alan.massow@braintree.gov.uk</a>	

## 1. Purpose of the Report

- 1.1 This report introduces the 2024 edition of the Potential Open Spaces Improvements (POSI), this document was formerly known as the Open Spaces Action Plan (OSAP). The POSI is a table of outline proposals for the provision and enhancement of open spaces in Braintree District. Its purpose is to demonstrate the need for these and enables Braintree District Council (the Council) to identify where financial contributions (being sought from Developers under the Open Spaces Supplementary Planning Document) are spent.
- 1.2 The Plan forms part of the Councils evidence base for securing planning obligations from Developers to enhance existing open spaces, or provide new ones. Adopting the 2024 POSI replaces the POSI 2022 edition, updating the currently adopted information.

## 2. Recommendations

- 2.1 To approve the Potential Open Space Improvement 2024, as set out in Appendix 1.

## 3. Summary of Issues

### Background

- 3.1 The Open Spaces Supplementary Planning Document (SPD) was adopted in September 2009. It gives guidance to developers on the Council's approach to seeking planning obligations to mitigate open space provision and enhancement needs arising from new development. The document sets out what open space is required in terms of an area of land and financial contributions for different types of space.
- 3.2 The Council must supplement the SPD with evidence to demonstrate where a contribution will be spent, and this is the function of the POSI;

- (a) The POSI provides transparency on the Council's open space aspirations,
- (b) It underpins the Open Space SPD by indicating which schemes will be supported by Section 106 funds,
- (c) It is evidence to support development management in negotiations for new development,
- (d) It co-ordinates various Council functions in relation to open space and asset management,
- (e) It meets former Scrutiny Panel recommendations.

3.3 The POSI lists those open spaces that require enhancement and new open spaces that would meet a recognised need. The Table is primarily a tool to enable planning officers to direct funds to open space serving the Section 106 development. It will be made available on-line and accessible to developers and members of the public.

#### **Format of the POSI**

- 3.4 The POSI largely consists of a table which sets out open space proposals by Wards and then Parish. For each open space or enhancement proposal the table shows an outline of proposed works to facilities that already exist or proposed work to provide new facilities (for example purchasing land for new public open space or building a new play facility).
- 3.5 The table also shows open space deficits as identified by the Green Spaces Strategy (GSS) in 2008, the source of the entry such as a nomination from a Parish Council, if there has been any initial public input (letters or petitions received by a Parish Council for example) and the ownership details of the open space being referred to.
- 3.6 There is no ranking of open space proposals, as the likelihood of any proposal being implemented will depend on the availability of finance. The sources of funding of open space improvements include capital budgets of both public and private organisations, grants available from government and charitable trusts, and Section 106 receipts which can be sought from nearby developments. Because the actions proposed in the POSI are reliant on those financial contributions, no time scales are given for the completion of the schemes.
- 3.7 The expiry dates for spending any existing or new Section 106 receipts will determine the priority for projects to progress throughout the year.

#### **Consultation**

3.8 In order to undertake the yearly review of the POSI consultation took place with Parish Councils, ward members and various internal consultees who are responsible for the provision of enhancements of open space within the District. Consultation took place between **30<sup>th</sup> October 2023 and 26<sup>th</sup> January 2024.**

- 3.9 In total 58 responses were received. These responses were considered by Officers and if appropriate and suitable, amendments and updates were added to the 2024 POSI.
- 3.10 During the assessment of proposals for the Potential Open Space Improvements (POSI), several claims could not be included. The rejected proposals fall into four main categories:
- The ownership of the site, where the improvement was to take place, had not a clear ownership status,
  - The activity, for which the expense was required, was not regarding an open space area, i.e. Creation of a Climbing wall not available to the public
  - The proposal was not under BDC's jurisdiction, i.e. War Memorial maintenance
  - The proposal was missing important details, i.e. who will be responsible to maintain the facility.
- 3.11 Clarifications were sought, and entries updated when sufficient information was available.

### **Conclusion**

- 3.12 The POSI is updated yearly to support the Open Spaces SPD to ensure that the Council as Local Planning Authority can secure appropriate contributions for open space from developments in the vicinity. The POSI has been subject to consultation with local Parishes and Ward Members who have provided information, alongside officers which provide an appropriate update to the Plan.
- 3.13 The recommendations set out in this report will help the Council to deliver the Corporate Objective relating to a sustainable environment and a great place to live, work and play.

## **4. Options**

An alternative option would be not to approve the 2024 POSI and continue to use the 2023 version. However, this would result in the additional entries and amendments not being taken into account and result in the Plan becoming out of date and less effective. As a result, this is not the recommended option.

## **5. Next Steps**

If approved, the Potential Open Space Improvements 2024 will replace the current 2023 POSI.

## **6. Financial Implications**

The Potential Open Space Improvements helps secure planning obligations and financial contributions from Developers.

## **7. Legal Implications**

The Council's planning function requires evidence of local open space needs to support the Open Spaces Supplementary Planning Document when negotiating planning obligations. This evidence is contained in the POSI, which will also strengthen the Council's position in defending legal challenge to planning decisions where a developer refuses to enter into a planning obligation for open space.

## **8. Other Implications**

- 8.1 There are no other implications arising out of the recommendations set out in the report.

## **9. Equality and Diversity Implications**

- 9.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 9.3 The Equality Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

## **10. List of Appendices**

- 10.1 Appendix 1 – Potential Open Space Improvements 2024.

## **11. Background Papers**

- 11.1 Open Space Supplementary Planning Document 2009.
- 11.2 Braintree Green Spaces Strategy 2008.



Braintree District Council

# Potential Open Space Improvements

## February 2024

(Formerly known as Open Space Action Plan)



[www.braintree.gov.uk](http://www.braintree.gov.uk)

## INTRODUCTION

The Potential Open Spaces Improvements – POSI Plan (formerly known as Open Spaces Action Plan – OSAP) sets out a list of outline proposals for the provision and enhancement of open spaces in Braintree District. Its purpose is to demonstrate the need for the provision and enhancement of open spaces and to enable Council officers to demonstrate where financial contributions being sought from developers under the Open Spaces Supplementary Planning Document will be spent.

The proposals are set out in a table which includes schemes identified for Council-owned open spaces, schemes identified by town and parish councils and other proposed open space enhancements for which as yet there are no outline details.

The Plan will be under continuous review and brought back to Members for endorsement annually. The proposals shown are effectively work in hand, requiring a detailed programme of works to be drawn up and, in some cases, master planning and public consultation.

It will inform the work programme of Landscape Services, Parks & Open Spaces and Planning Policy. Because the proposals are reliant on the availability of financial contributions, from grants and public sector resources in addition to Section 106 money, the timing of works will be dictated by the date at which sufficient financial resources are available.

Members are asked to support the programme of enhancements and provision as the basis for negotiating open space planning obligations.

The document is updated annually, producing a new adopted version each year, usually in the spring.

## EXPLANATION OF COLUMN HEADINGS

One of the aims we set out to achieve was to make the new Potential Open Spaces Improvements Plan simple and easy to read. To do this we have set out columns with appropriate title headings to make it easier to find information. These columns are as follows:

- Ward – This shows what ward particular sites are in
- Parish – This shows what parish particular sites are in
- 3Words / TL – This shows location information where is has been provided
- Location – This shows the name of the site, where it is and commonly has a GSS number (Shown in brackets)
- Improvements (to existing facilities) – Improvements needed to existing facilities e.g. bins, seating.
- Improvements (new facilities) – Improvements needed that are stand-alone facilities that don't currently exist e.g. changing facilities, play areas, land purchases etc.
- Record – (Of public input) This column is for any input the public have put in e.g. a poll.
- Source – Where the information has come from e.g. Parish Council
- Ownership – Who currently owns the land e.g. BDC Ownership
- Map ref – This column shows what map you can refer to, so you can find the location e.g. Green Spaces Strategy
- Entries in red signify new information
- Pink rows and light grey background - Differentiate between wards

[Please Note – the 'old' Ward / Local Committee Areas noted in the Green Spaces Strategy 2008, are used in this document in relation to open space typologies and deficits, because they cannot be related to the ward boundaries relevant as of May 2015. These areas are noted in parenthesis, and will be updated once the Green Spaces Strategy is replaced and the references within are to current ward boundaries]

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Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Bocking Blackwater	/		Weavers Park (10564)		Outdoor table tennis equipment. Small sided informal (MUGA).	None given	OSAP Version 1 & Essex FA	BDC Ownership	None
			Bocking Blackwater (from A131 to Bradford St including belt adjacent to A131 and two woodlands and linkages)	Tree Planting, art, biodiversity/habitat creation, information/interpretation boards, cycle parking and signage including for walking/running and KM markers.		None given	OSAP Version 1	BDC Ownership	None
			Fisher Field (10562)	Signage, surfacing, paths/cycleway and cycle parking.		None given	OSAP Version 1	BDC Ownership	None
			John Ray Recreation Ground	Upgrade and improve facilities at the sports ground. Natural grass pitch improvements. Improvements to Changing Pavilion.	New 11v11 Floodlit 3G Football Turf Pitch	None given	BDC Officer. Essex FA	BDC Ownership	None
			Bridport Way Informal Space	Plant <b>native species</b>		None given	OSAP Version 1	BDC Ownership	None
Bocking North	/		Glebe Hall Open Space (60586)	Regeneration, seating, landscaping and planting. Enhancements required to existing equipment and facilities, replacement of benches.		None given	OSAP Version 1	BDC Ownership	Green spaces site location map
			Glebe Wood (60586)	Improve current walkways with a more durable approach including through drainage and banking in order to allow access all year round.	Two legend boards to describe the wildlife in the wood and carved wooden seats (Oak).	None given	Ward Member	BDC Ownership	None
			Sporting 77 field/ Elizabeth II field/ BMX track (40587)	Regeneration, seating, landscaping and planting. Boundary enhancements and enhancements to cope with future development impacts.	A permanent building for a BMX track with space for bike repair, kitchen, conference/classroom to show videos and a second storey area to view the track. Privately owned scout hut in poor state of repair - rebuild and improve changing facilities.	None given	OSAP Version 1 / Sporting 77	BDC Ownership	Green spaces site location map
		Little.asking.mops Asset no: 035	Braintree BMX Track, Deanery Hill, Braintree, Essex, CM7 5BL	The club requires additional parking at the existing site as a minimum. We currently share some parking facilities with Sporting 77 who would also benefit from additional shared parking. Ideally the club would like a piece of land of a suitable size around 3-4ha to allow a National/European size track and facility. Additional fencing is also required at the current site to offer some protection to the users and bystanders of the current facility. If the club is to remain at the site long term the addition of a permanent club house for storage/changing and classroom facilities which would replace our current container based set up would be required.  The club would also benefit from the addition of floodlights to allow participation and events throughout the year.		Included in Open spaces action plan April 2022 as "a permanent building for a BMX track with space for bike repair, kitchen, conference/classroom to show videos and a second storey area to view the track".			

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Bocking North	/		Bocking Sports Club (40583)	Signage and surfacing improvements and add trees to the boundary. Improve pitch drainage.	Storage barns, construction of access road and car parking facilities and services to a new pavilion. Add changing facilities, 5 tennis pitches and Boxing/Jujitsu clubs. Facilities for disabled persons.	None given	OSAP Version 1, Ward Member and Braintree Strategy and Action Plan for Playing Pitches	Private land Held in Trust (Deeds not seen)	Green spaces site location map
			Church Lane and Bradford Street		Public seating	None	Ward Member	Unknown	None
			Bovingdon Road Open Space		Secure area of semi natural green space - land for public access, improve accessibility and usability.	None given	Ward Member	Not in Public Ownership	None
			Ashpole Road Play Space	Add dog-free zones, seating, information boards and signage. A see-saw, climbing frame and slide.		None given	OSAP Version 1	BDC Ownership	None
			The Four Releet Sports Ground, Church Street Bocking Braintree CM7 5LJ	1. Change the existing bulbs in the flood lights from halogen to LED. 2. Increase the number of available car parking spaces and provide an improved surface. 3. Replace the existing clubhouse (it is at the end of its useful life) with clubhouse/changing facilities. 4. Replace the existing Astro turf pitch and potentially underlay on the astro turf pitch in or around 2026-28. 5. Upgrade parts of the security fencing.	Develop the ground for other sports to use therefore providing options for the community while ensuring the continuation of the Hockey club	Notley Youth FC, Braintree Walking Netball and England Hockey.	Braintree playing pitch Strategy.	Braintree Hockey Club	None
			Church Lane between Nos. 125 and 127 (Polly's Hill)	Replacement of bench between telephone box and post box.		None given	Ward Member	Not in Public Ownership (probably highway land)	None
			Land in front of the Grove Field housing estate, High Garrett	More tree and hedge planting particularly along the boundary of the A131.	Improved landscaping with the erection of a low barrier fence around the green with access.	None given	Ward Member	BDC	None
	Suitable land to be identified in High Garrett		Purchase land for informal public open space and children's play.	High Garrett Community Association and Ward Councillors	High Garrett Community Assoc. and Ward Councillor	None	None		
Bocking South	/		Bradford Meadows (10604)	Re-grade pond banks by outfall to make safer and more accessible. Replace dead trees. Plant lower areas where mowing is too difficult. Planting of trees to provide amenity. Landscape design, dog bins, signage, surfacing, art, biodiversity/ habitat creation & interpretation.	Natural Play.	None given	Friends group via Cllr. Baugh and OSAP Version 1 BDC concept/scheme design	BDC Ownership	Green spaces site location maps
			Braintree Sports and Health Club, Panfield Lane, CM7 1FF	Improve grass pitch drainage and expand changing facilities.	Small sided informal (MUGA)	None given	Braintree Strategy and Action Plan for Playing Pitches. Essex FA	Currently Unknown	None
			Braintree Cricket Club, St Peters Rd, Braintree (40608) CM7 9AW	Improve & expand changing facilities. New scoreboard. <b>Improve/Replace Outdoor Nets and surfacing.</b>		None given	Essex cricket	Unknown	None
			Gypsy Corner playing field (Tabor Avenue - 40606)	Tree and hedgerow planting, improvements to footpath to link to Springwood Industrial Estate.	Container to safely store equipment and new sports equipment (goals). Netball/basketball area, outdoor fitness equipment and wooden climbing frames.	None given	OSAP Version 1	BDC Ownership	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Braintree Central and Beckers Green	/		Trottersfield	Paths/cycleway, habitat creation, litter bins, dog bins, buffer planting with an access path and signage.		None given	OSAP Version 1	BDC Ownership	None
			St. Michaels Churchyard (80627)	Tree planting/planting.	A feature such as pergola.	None given	OSAP Version 1	BDC Ownership	None
			King Georges Field & Ley Wood (40629 & 20676)	Pond improvements, playing field renovation, signage, entrance improvements and habitat creation. Natural grass pitch improvements.	Cycle and disability parking bays. Safe main road crossing at the main entrance. Small sided informal (MUGA).	None given	OSAP Version 1, Ward Member & Essex FA	BDC Ownership	None
			Beckers Green Road (including Tapestry Walk)	Tree planting, habitat creation, signage and improved landscaping.		None given	OSAP Version 1	BDC Ownership	None
			Chelmer Road	Tree planting, habitat creation and signage.		None given	OSAP Version 1	BDC Ownership	None
			Cant Way	Planting, litter bins and seating for informal play.	Equipped play area to serve the Stubbs Lane/Chelmer Road locality. New play equipment.	None given	OSAP Version 1	Greenfields Community Housing	None
			Braintree Swim and Fitness Centre, Charter Way, Braintree	Upgrade and improve facilities at the centre.		None given	BDC Officer	Unknown	None
			Clockhouse Way Sports Ground, Clockhouse Way Tennis Club (40628)	Improve safety crossing Crossing Road. Football pitch upgrade and drainage.	First aid/emergency equipment and disability parking.	None given	OSAP Version 1	Part BDC let to Sports Clubs/Part private (Courtaulds Trust)	None
Braintree South	/		John Ray Park (from St Johns Avenue, including Heathlands and Park Drive	Dog bins, landscape design, signage including for walking/running and KM markers, art, make safe, surfacing, new fencing, seating biodiversity/habitat creation & interpretation.		None given	OSAP Version 1	BDC Ownership	None
			Milton Avenue open space (60647)	Play improvements with planting and new trees.		None given	OSAP Version 1	BDC Ownership	None
			Goldingham Hall open space(s) (60648 & 20649)	Play improvements with planting and new trees.		None given	OSAP Version 1	BDC Ownership	None
			Hillside Gardens	Landscape enhancements, habitat creation, seating and bins. Signposting and information boards.	Cycle parking.	None given	OSAP Version 1	BDC Ownership	None
Braintree West	/		John Ray Park (from Clap Bridge including Cemetery, Marshalls Park & Hoppit Mead)	Paths/cycleway, dog bins, landscape design, signage, art, make safe, surfacing, biodiversity/habitat creation and interpretation.		None given	OSAP Version 1	BDC Ownership	None
			Clare Road/Pods Brook Way play area (60621)	Planting, additional play equipment, drainage, fencing, tree cover, more litter bins, seating and a better entrance.	Cycle parking.	None given	OSAP Version 1	BDC Ownership	None
			Acorn Avenue play area (60623)	Planting, signage, information boards and boundary enhancements.		None given	OSAP Version 1	BDC Ownership	None
			John Ray Wood (10728)	Planting, signage and interpretation.		None given	OSAP Version 1	BDC Ownership	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Bumpstead	Birdbrook		Baythorne End playing field, Birdbrook	Signage and surfacing.	New play equipment and cycle/disability parking.	Parish Plan	OSAP Version 1	Not in public ownership	None
			Playing Field and Pond, The Street	Renovate Birdbrook Pond to increase its amenity value.	New play equipment - for a range of ages.	Parish Plan	Parish Council	Birdbrook Community House Trustees (Deeds not seen)	None
	Helions Bumpstead		Site to be identified	Additional sports facilities for young people.		Survey filled out by residents	Parish Council	Unknown	None
			Site to be identified		Actively looking for land for a nature conservation area/Purchase of land for use of nature conservation area.	Parish Plan	Parish Council	Unknown	None
			Site to be identified		To find some land for a village pond	None	Parish Council	Unknown	None
			Recreation Ground, Mill Road	Replace old play equipment.	Adult Gym. Sports Equipment and facilities.	None	Parish Council	Parish Council	None
	Steeple Bumpstead		Riverside Walk (50343)	Surface and vegetation improvements to make a serviceable path.		None given	Parish Council	BDC Ownership	Green spaces site location maps
			Village wide	Replacement of old litter & Fido bins. Replacement benches.	New benches	None	Parish Council	Parish and District Council	None
			Lily Corner, Water Lane	Signage.	Safe road crossing.	None given	OSAP Version 1	BDC Ownership	None
			Queen Edith Drive	Replacement notice board.		None given	Parish Council	Unknown	None
			Outside of the Village Hall	Replacement notice board.		None given	Parish Council	Unknown	None
			Camping Close, Bower Hall Drive, CB9 7ED	Replacing oak posts. Provide training lights. New surface for play areas. New fencing.	Children's play equipment. Metered electricity supply. Replacing signage to the Camping Close - there are currently three very old signs that need renewing.	None given	Parish Council and Braintree Strategy and Action Plan for Playing Pitches	Unknown	None
	Sturmer		Disused Railway Line Walk (30355) Amenity Walk (disused railway line) and associated Play Area, adjacent to Water Lane, Sturmer, Essex, CB9 7 Sturmer Common (VG52)	Landscape improvements and new planting.	Additional seating along the walk. Play Area improvements to include replacement safety railings and gate, new information boards and signage. Sturmer Common biodiversity improvements to include bird, bat and owl boxes, log piles, beetle banks and tree planting. Amenity Walk (disused railway line) biodiversity improvements to include bird, bat and owl boxes, log piles, beetle banks. Amenity Walk (disused railway line) general and safety improvements to include replacement of old and missing boundary fencing, surface improvements for walkers and cyclists using the walkway. Planting of boundary hedging	Input from residents at monthly parish council meetings and outside meetings direct to parish council members	Parish Council	#NAME?	None
			Sturmer Common	Nature conservation objectives, signage, seating and bins/dog bins.		None given	OSAP Version 1	Parish Council (Deeds seen Feb 2021)	None
			Pocket Park	Litter bins, seating and play equipment for older children.	Cycle and disability parking.	None given	OSAP Version 1	Parish Council (Deeds seen Feb 2021)	None
			Sturmer Village War Memorial, Rowley Hill	Re-surfacing pedestrian access around memorial to alleviate trip hazard		None given	Parish Council	Land attached to 1 / 2 Malting Cottages	None
			Land to the rear of the Red Lion car park.		Opening up of the site for public use including: Communal seating area, wildlife garden and amenity land with access to public and amenity footpaths.	None given	Parish Council	Greene King plc	None
			Site to be identified		New football/sports field. New or replacement Common or Village Green closer to the village centre (with associated garden).	Surveys and individual requests	OSAP Version 1	Not in public ownership	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref	
Coggeshall	Bradwell	<a href="#">\\pest.sleeps.ticket</a>	Bradwell Playing Field, Church Road, Bradwell, Braintree CM77 8EP (40029)	Replacement seating on the playing field. <b>New rubber matting safety surface, rope bridge to multi-play unit, swings and goalposts.</b>	<b>Installation of new Rotadisk Roundabout and additional open space play equipment.</b>	<b>- Advice following playing field inspection organised by Parish Council</b>	Parish Council	Privately owned land leased by Parish Council	None	
			Forge Crescent (50031), Bradwell	Landscaping.		None given	OSAP Version 1	Greenfields Community Housing	None	
			Watery Lane, CM77 8EP, Bradwell	Footpath to be cleared, edges re-planted and area made safe.		None given	Parish Council	Unknown	None	
			Holy Trinity Churchyard and adjoining common land	Clear scrub and weeds. Level surface and re-seed with grass and wildflower mix.	Install flood measures.	None given	Parish Council	Unknown	None	
	Coggeshall		<a href="#">bookings.budgeted.leans</a>	Land adjacent to the Doctor's surgery, Stoneham Street (School Mews)	To improve access and amenity, including improvements to, or provision of, new play equipment. Improvements to and/or maintenance of the area's amenity, including the provision of new play, sports or leisure equipment.		Community consultation Dec 2018 and the Little Park Project	Parish Council	BDC & CPC	None
				Coggeshall to Kelvedon and Coggeshall to Earls Colne		Creation of a dedicated cycle path from Coggeshall to Kelvedon Station and from Coggeshall to Earls Colne.	Community consultation Dec 2018	Parish Council		
Coggeshall	Coggeshall		East Street Recreation Ground (40072)	Improvements to access and amenity.		Community consultation - Nov 2016 and 'The big park project' community group	Parish Council	Parish Council	None	
		<a href="#">chickens.bends.terminology</a>	Fabians Close Play Area, CO6 1QB (60070)	<b>Regeneration of the open space, including new play equipment, adult exercise equipment, 'wheeled play' path, general path, benches, bins, planting for boundaries and general amenity improvements.</b>		Community consultation	Parish Council	Parish Council	None	
			Quaker Garden (80084)	Regeneration of planting beds - remove roses and replace with plants suited to shady conditions.		None given	Parish Council	Parish Council	None	
			Owen Martin Nature Reserve, Dampier Road, CO6 1QZ (20065 and 60064)	To improve access and amenity		Community consultation - Nov 2016	Parish Council	Parish Council	None	
			Coggeshall Cricket Club Kelvedon Road, Coggeshall, CO6 1RQ	<b>Improvements to pavilion/clubhouse, including extension to include changing rooms.</b>	Improvements to the existing club to include replacement of training nets and installation of a protective screen.	Request from Cricket Club	Parish Council	Coggeshall Cricket Club	None	
			Coggeshall United football ground (The Crops)	Improvements to changing pavilion		None given	Essex FA	Football Club	None	
			Playing Field, Kings Lane	Seating. Improvements to play equipment including a play surface and fenced boundary. <b>Provision of new Adult Gym, Sports and exercise equipment.</b> <b>Provision of new water and electricity supply to sports pavilion.</b>	Sports pavilion. Installation of sun shade/canopy.	Requests from football team and youth club <b>Parish Meetings and Working Groups.</b>	Parish Council	Parish Council	None	

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref	
Gosfield and Greenstead Green	Great Maplestead		Village Playing Field (40189)	New drainage required to one side of the playing field. <b>Replacement of sport and play equipment . Addition of surfacing and various fences, bins, benches. Extension to and resurfacing car parking area. Erection of new notice boards.</b>	Installation of a boule court. Installation of an easy access pathway.	None given	Parish Council	Parish Council	See Council map	
	Greenstead Green and Halstead Rural		Disused railway line on border of Halstead and Greenstead Green		Footpath and cycle path along railway line.	None given	Parish Council	Private ownership	Map provided by PC	
			Children's Play Area	To install further play equipment, safety surfaces and power supply. Replace and upgrade current play and sport equipment in line with RoSPA report.		RoSPA report recommendations	Parish Council	Unknown	None	
	Gosfield		The Spinney and / or The Grove			Purchase land and remediate suitably to allow public access and enjoyment.	None given	Parish Council	Gosfield Hall Estate Trustees	Map provided by PC
			Gosfield L. Nature Reserve (20172)		Access track improvements.		None given	Parish Council	Unknown	None
			Recreation Ground, Gosfield		Car park resurfacing		Parish Council	Parish Council	Parish Council	
			The Playing Field, church Road (40174)		To replace boundary around the playing field.	New drainage system to the playing fields and a new adult gym equipment/fitness area next to the sports pavilion. Replacement skateboard ramp.	None given	Parish Council and Essex Cricket	Parish Council	None
	Little Maplestead		Playing Field, north east corner of Oak Road and School Road, CO9 2RY		Improvements to: fencing and hedging on roadside boundaries, safety surfacing and foot path. Improvements to and additional play equipment.	Adult gym & trail equipment. Notice boards.	Correspondence with residents	Parish Council	Parish Council	None
			The Old Traveller Site, A131 - Sudbury Road		Improvements to facilitate public access on foot, improvement in biodiversity, car parking, bins and dog waste control.	Creation of a publicly accessible nature reserve.	None given	Parish Council	Parish Council	None
			To be identified			Village Hall	None given	Parish Council	Unknown	None
Great Notley and Black Notley	Black Notley	<a href="http://tiptoes.snug.streak">\\tiptoes.snug.streak</a>	Parish Council Playing Field (40020)	Installation of a pedestrian pathway from the main road up to the car park and pavilion building. Additional seating around the playing field. Extension of the pavilion to include new female changing rooms. <b>Install a concrete Table Tennis Table and base. A Half pipe/skate ramp facility and a MUGA.</b>	Multi-sport surface for tennis, football, hockey and netball. Cricket all weather batting strip and netting. Petanque court.	None given.	Parish Council	Parish Council	See Council map/Green Spaces Sites location map	
			Cokers Peace (20027)	Tree and shrub planting, make accessible for public use and suitable for wildlife to inhabit, signage, wheelchair access, planting, seating and bins/dog waste bins. <b>Creation of a community orchard.</b>	Parking.	None given	Parish Council + OSAP Version 1	Parish Council	See Council map/Green Spaces Sites location map	
			John Ray Walk, Mary Ruck Way (30025)		Improve landscape quality. Litter and dog waste bins. Improve path surfacing.		None given	OSAP Version 1	BDC Ownership	None
			John Ray Millennium Green (50017)		Signage, surfacing, seating and litter/dog waste bins.	First aid equipment and cycle/disability parking.	None given	OSAP Version 1	Parish Council	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Great Notley and Black Notley	Great Notley		Amenity green space - Buttermere White Court (20664)	Nature conservation around pond.	First aid/emergency equipment, railings and information boards.	None given	Parish Council	BDC Ownership	Green spaces site location maps
			Panners Pond and Panners Field (10847)	Playing pitch improvement, improve conditions of land adjacent to the pond which is rough and boggy at present.	Improved and additional cycle parking.	None given	Parish Council	BDC Ownership	Green spaces site location maps
			Open space at Notley Green Primary School (40848)	Playing pitch improvement.	Improved and additional cycle parking.	None given	Parish Council	County Ownership	Green spaces site location maps
			Levens Way Playground CM77 7XB	Upgrade play equipment and play surfacing.		None given.	Parish Council	Essex County Council managed by Great Notley Parish Council	None
	Great Notley		Great Notley Country Park (10674)	Signage, litter bins and information facilities.		None given	OSAP Version 1	Managed by Essex County Council in partnership with BDC	None
		Jabs.aquatics.occupiers	Great Notley Country Park (10674)	Provision of new and improved footpaths within the Country Park and connecting paths leading from and to the park, and associated improvements to drainage.Replacement and upgrade of play equipment		Leased to Essex County Council	Essex County Council	Owned by Braintree District Council (BDC) and joint venture partnership in place between BDC and Essex County Council (ECC) – managed by ECC.	
Halstead St. Andrew	Halstead		River Walk (30746 + 30754)	Improve river walk access. Signage, interpretation, boundary enhancements, habitat creation, public awareness (highlighting connectivity to town centre, schools and Halstead Town FC). Bins/dog waste bins, appropriate metal seating/picnic tables and walking/running signage and KM markers.	Cycle parking and safe cycle ways, natural play, first aid equipment and a life ring along the riverbank.	Taken from Halstead PARISH PLAN	OSAP Version 1 and Town Council	BDC Ownership	None
			Halstead Cemetery (80762)	Landscape enhancements including habitat creation and signage.	Additional land for cemetery extension. Tree and shrub planting.	None given	OSAP Version 1	BDC Ownership	None
			Mill Chase Playing Field (60748)	Picnic tables, benches and seating. Habitat creation, replace goal posts, add rebound panels, rework secondary entrance, signage, improve fencing and legibility of main entrance, improve footpath from rear of hospital to playing field. DDA compliant footpath access.	Cycle parking , disabled play facilities, outdoor gym.	Taken from Halstead PARISH PLAN	OSAP Version 1 and Town Council	BDC Ownership	None
			Coggeshall Pieces	Boundary enhancements, further surfacing, seating/benches, bins and signage. Repair existing boardwalk and update and refresh interpretation board.	Additional boardwalk (location to be agreed by conservation group).	Conservation group	OSAP Version 1 and Town Council	BDC Ownership	None
			Courtaulds Sports Ground, Colchester Road (40752)	Football pitch upgrade, boundary planting/fencing, drainage and minor car park improvements. Disabled outdoor gym, benches/picnic tables and roadside signage for events.	Multi-use hard surface recreation courts including lighting and boundary fencing.	Halstead Town Council	Halstead Town Council	Halstead Town Council	None
			Identify areas		Tree and shrub planting and wildlife conservation	None given	Town Council	BDC/ECC/Private land	None
			Disused Railway Line - South of Portway Place and Bluebridge Estate	Improvements to this section of this disused railway line in association with the EC2k cycle route proposals including access from and the crossing of Colchester Road and new road crossing near bluebridge.		EC2k	Town Council	Unknown	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref	
Halstead St. Andrew	Halstead		Colne Valley Footpath access from First Avenue, Bluebridge	Widen footpath with ramp to allow access to footpath for all		None given	Town Council	Unknown	None	
			Old Railway line between Central Pilling and Ravens Avenue	To provide a loop to the existing Halstead River Walk. Extend aggregate pathway through development site.	Create a new foot/cycle bridge to return back to the town following the route of the disused railway line, possibly linking in to the new proposed cycle track from Halstead to Kelvedon.	None given	BDC Officer & Town Council	Unknown	None	
		thudding.funky.spits /TL 3607883130	Riverside Walk Between Parsonage Street and Colchester Road <b>River walk alongside the River Colne stretching from Colchester Road via Parsonage Street and Butler Road to Hedingham Road</b>	Appropriate seating and natural habitat bird boxes, dogwaste bins and picnic tables and signage. <b>This wording to replace a number of repetitive entries describing improvements to the Riverwalk</b>			Halstead Town Council	BDC		
			Halstead Cricket Club, Star Stile, Halstead CO9 2RP	<b>Extend existing clubhouse changing rooms.</b>			Essex Cricket	Halstead Cricket Club		
Halstead Trinity	Halstead		Slough Farm Road (60800)	Improve footpath, including signage from Slough Farm Road to join of circular walk. Seating on green area.		None given	OSAP Version 1 + Parish Council	BDC Ownership	None	
			River walk - Football Ground to Box Mill bridge	<b>Improvement and widening of walkway and extension at the football ground to the same standard the whole length of the walk, with a view to possible use as part of the North Essex Greenway cyclepath, but not restricted to this use.</b>		Taken from Halstead Town Plan	Town Council	BDC Ownership	None	
			River Walk	Appropriate seating and natural habitat bird boxes, dog waste bins and metal picnic benches/tables. Walking/running signage and KM markers.		Taken from Halstead PARISH PLAN	Town Council	BDC Ownership	None	
			River Walk (adjacent Broton estate and football ground)	Improvements to footpath and general amenity.		None given	Town Council	BDC Ownership	None	
			King George V Playing Field, Kings Road (40770)		Inclusive play equipment.		Taken from Halstead PARISH PLAN	Town Council	BDC Ownership	None
			Ramsey Road Recreation Ground (60789)	Improvements to be defined by a public consultation and shown on a master plan for the site which may include; play equipment, a climbing frame, disabled play area/equipment and an outdoor gym.	Improvements to be defined by a public consultation and shown on a master plan for the site which may include; new skate park facilities, MUGA play area, boundary fencing around play areas, a covered enclosure including seating and a hard standing parking area for eight cars for event use and lockable for normal use.		Taken from Halstead PARISH PLAN	Town Council	BDC Ownership	None
			Identify areas		Tree and shrub planting and wildlife conservation		None given	Town Council	BDC/ECC/private	None
		///exclaim.habits. bills	Riverside Walk Off Butler Road near Broton estate	Appropriate seating and natural habitat bird boxes, dogwaste bins and picnic tables and signage. Improvements to path quality.				Halstead Town Council	BDC	
			Mount Hill	Improvements to area around the water fountain at the bottom of the hill.	Plaque to reference history. Play area.		None given	Town Council	Unknown	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Hatfield Peverel and Terling	Fairstead	SEE RESPONSE FOR TERLING							
	Faulkbourne	NO KNOWN REQUIREMENTS							
		lands.held.pipe	Hadfelda Square, The Street - adjoining above open space (50214)	Provision of additional seating and litter bins.	Provide landscaping in the open space area adjoining the Square. Provision of play equipment	NP engagement	Parish Council	Parish Council	Green spaces site location maps
		limit.ducks.nail TL 79654 11635	Strutt Memorial Recreation Ground and Village Hall car park, Maldon Road (40215)	Extend car park. Replacement/upgrade of play equipment; relaying safety surfacing; Re line MUGA pitch for different sports Improvements to slope leading to duck pond from Laburnum Way <b>Extension to car park.</b>	Adult gym equipment; provision of Zip Wire, table tennis table, cycle parking / racks. Provision of wild life information board in duck pond area. Swing for able and disabled children.	NP engagement	Parish Council and Braintree Strategy and Action Plan for Playing Pitches	Hatfield Parish Council and BDC Owned.	Green spaces site location maps
		///work.sling.slug (old Cemetery) ///pace.having.amber (new extension to Cemetery) TL 79762 11121	Existing Cemetery and proposed extension to Cemetery, Church Road, Hatfield Peverel Burial Ground (80217)	Formation of new footpath in new part of cemetery by water taps; provision of additional seating and planting; Provision of Lychgate at pedestrian entrances to old and new cemetery. In the old part of the cemetery create an area for wildflowers and wildlife.			Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
		///drive.sling.runner	Drive way/Access Way from Church Road alongside Spinney House including public footpath	To excavate and create a new vehicular/pedestrian access way leading to cemetery and old allotment site from Church Road incorporating the existing public footpath.		Allotment Association	Parish Council	Hatfield Peverel Parish, Council/Strutt & Parker/Upson Farms	None
		bonds.tolls.stree	Nounsley Play Area, Ulting Road (40272)		<b>Adult gym equipment. Provision of table tennis table.-Zip wire.</b>	Hatfield Peverel Neighbourhood Plan	Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
		outfit.assure.press TL 80887 11557	Keith Bigden Memorial Ground, Wickham Bishops Lane (40993)	Improve access and car parking area to site. Perimeter Fencing. Water supply to main pitch. 2 x ball stop nets. Free standing goals.	Area to be extended to include the new football ground on Map 43, children's play equipment& additional seating. Additional seating. Team Shelter. MUGA pitch. Artificial Pitch. <b>Extending existing bowling green to give two full width lawns and addition of a third green on land adjacent to the Bowling Club for the Croquet Club.</b>	Hatfield Peverel Neighbourhood Plan	Parish Council <b>Request from the Croquet Club.</b>	Parish Council (Deeds not seen)	Green spaces site location maps
		strut.solve.fled	Country Park (Community Park), Wickham Bishops Road - Parks & Gardens - informal space (Area to be identified Map 43 currently shown as Gravel Pit)	To complete restoration of site, improve access entrance to site, landscaping/planting, formation of footpaths for walking/running, provision of seating, picnic benches, information/safety notice boards; enhance facilities for fishing lakes. Fencing around boundary of site.	Cycle parking. Provision of a Pump Track (short circuit track for BMX riders) .	None given	Parish Council	Hatfield Peverel Parish Council (Deeds not seen)	None
		yours.inch.fries	New permissive footpath - Maldon Road/Wickham Bishops Lane (footpath to be identified)	Identify new footpaths with associated planting, landscaping, fencing and signage.		Hatfield Peverel Neighbourhood Plan	Parish Council	Ulting Trust/ Strutt & Parker (or successor in title)	None
	indeed.tape.belts	Cricket Ground, Church Road (40229)	Provide additional seating and planting. To improve car park area and access off Church Road. Clubhouse improvements. <b>Extend existing clubhouse changing rooms. New Outdoor Practice Nets.</b>	Cycle rack / parking and provide a non-turf strip.	Parish Council and Cricket Club	Parish Council	Hat Peverel Cricket Club/Sturt & Parker (or successor in title)	Green spaces site location maps	

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Hatfield Peverel and Terling	Terling		Football Field (40367)	Improvements to playing surface and changing facilities.	First aid equipment.	None given	Parish Council + OSAP version 1	Not in public ownership	Green spaces site location maps	
			Green, Fuller Street	Improvements to the Green.	Measures to prevent parking.	None given	Parish Council	Unknown	None	
			Cricket Field, The Dismals (40371)	New practise nets. Improve the pavilion including toilets, changing rooms and communal areas. <b>Extend existing clubhouse changing rooms.</b> <b>New Indoor Net Facility.</b>		None given	Parish Council	Not in public ownership	Green spaces site location maps	
			Playground (60370)	Upgrade equipment.		None given	Parish Council	Not in public ownership	Green spaces site location maps	
	Terling		Tennis Courts (40368)			New covered area.	None given	Parish Council	Not in public ownership	Green spaces site location maps
			Swimming Pool (40369)		Upgrade this community resource.		None given	Parish Council	Not in public ownership	Green spaces site location maps
			River Walk (20989)				None given	Parish Council	Not in public ownership	Green spaces site location maps
			Terling Ford (50959)		Crossing to riverbanks, seating, signage and protection of landscape areas.		None given	Parish Council	Highways	Green spaces site location maps
			Terling Cricket Club		Provide practise nets.		None given	Braintree Strategy and Action Plan for Playing Pitches	Unknown	None
	White Notley		Vicarage Avenue Play Area, CM8 1SA	Improvement to play area including swings and safety surfacing.		None given	Parish Council	BDC Ownership leased by Parish Council	None	
Hedingham	Castle Hedingham		Location to be identified		Small area of play equipment for younger children.	Parish Council Local Plan parish survey 2016	Parish Council	Unknown	None	
			Castle Hedingham Village Park, Land adjacent to Memorial Hall, Church Lane (50055) <b>CO9 3DA</b>	Hedging and fencing at park boundaries. Improved surface for pedestrian and disabled access from Queen Street to park entrance. Improvements to toilets (including for better security). Security lighting.	<b>Recreation facilities for older children and young adults - Community garden/allotment and orchard for all ages - Seating/benches, picnic facilities - Improved surface for pedestrian safety and disabled access at Memorial Hall car park area.</b>	Parish Council	Parish Council	Hedingham Castle, leased for 25 years to the Parish Council	None	
			Access to Riverside Walk, Station Road	Surfaced footpath to the Riverside Walk needs to be extended to the junction with Station Road.		None given	Parish Council	Unknown	None	
			To be identified		Additional parking to serve future open space at Kirby Hall Road near De Vere Primary School.	Parish Council Local Plan parish survey 2016.	Parish Council	Not in public ownership	None	
			<b>CO9 3HL</b>	Footpath improvements		None given	Parish Council / BDC	BDC	None	
	Sible Hedingham		Riverside Walk (Station Road to Rockways) (20306, 20901, 20311)	Extend surfaced footpath				Parish Council	Bloor Homes (transfer pursuant to S106 agreement)	None
			Alderford Brook	Open up and clear out brook.			None given	Parish Council	BDC Ownership	Green spaces site location maps
			Spring Way			Transfer designated POS (condition 20 of 95/01369/FUL) to public ownership to hold for the benefit of local people.	None given	Parish Council	Private Ownership	See Parish Council maps
			Tanners Dairy Prayors Hill			Provision of open space on the site in association with residential development.	None given	Parish Council	Private Ownership	None
			Swan Street near the library	Landscaping improvements and planting (permission to be gained from ECC)			None given	Parish Council	ECC	None

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Hedingham	Sible Hedingham		Footpaths throughout Sible Hedingham parish	Renew and improve the public footpath network in the parish including signage, surfacing, bridges and fencing.		None given	Parish Council	ECC and private	None
			Recreation Ground, Recreation Road, Sible Hedingham, Essex CO9 3JE		Outdoor table tennis table(s) Installation of running track and an outdoor gym.	None given	Parish Council	Parish Council	None
			Hedingham School and Sixth Form		Create a community sportsfield on land adjacent to the School.	None given	Braintree Strategy and Action Plan for Playing Pitches	Currently Unknown	None
Kelvedon and Feering	Feering		To be identified		Planting of wild flowers. Connecting habitats / wildlife areas	On FPC's Environmental Working Group's project list. Local Nature Recovery Strategy (LNRS) objectives	Parish Council BDC / ECC	Parish Council/ BDC/ ECC	Various
			To be Identified	Identify land to allow extension to permissive path network. Deliver path improvements.	Provision for a multi-user off road route for Feering linking Kelvedon and Coggeshall, generally along the river bank. or an alternate route.	Parish Plan 2012 Agreement from parishioners, including young people, in the community survey 2017. Greenway North Essex Project	Parish Council	Unknown	
			Land associated with the approved A12 widening scheme		Utilise opportunities arising from the A12 widening scheme to develop the WCH (walking cycling & horse-riding) network and active travel routes. improve biodiversity connecting habitats / wildlife areas.	Feering Neighbourhood Plan Parish Council representations at the A12 examination in public in 2023.	Parish Council	National Highways & land acquired	
			Feering strategic growth location		Utilise opportunities arising from the land development to develop the WCH (walking cycling & horse-riding) network and active travel routes. Improve biodiversity connecting habitats / wildlife areas.	Feering Neighbourhood Plan BDC Local Plan	Parish Council	Crown Estates & minority landowner	
			To be Identified		Identify land to deliver community orchards and woodlands.	Parish Plan 2012 Agreement from parishioners in the community survey 2017.	Parish Council	Unknown	
			Feering Village Green	Improve biodiversity.	Increase/improve planting and seating. Parish Council to acquire/manage this land for public use if the opportunity arises.	Community Survey 2017 showed that residents saw this as an important open space. It is a registered Village Green.	Parish Council BDC designation as a visually important space	Owned By Eastlight	W3W Ref: batches.rules.deco rator 51°50'59.2"N 0°43'00.2"E (indicative co-ordinates only)
			Taylors Land	Improve biodiversity. Nesting boxes. Make pedestrian access accessible for all (e.g. step free, increased width). Additional seating.	Planting of trees, hedging, shrubs and other flora whilst maintaining important views of the church and Freshwater marsh (Local Wildlife Site BRA234).	Detailed in Community Survey 2017 and public feedback. It is now also included in the Feering Neighbourhood Plan as a designated Local Green Space	Parish Council BDC designation as a visually important space	Parish Council owned (Deeds not seen)	W3W Ref: reddish.inkjet.amb ushes 51°50'56.3"N 0°42'58.1"E (indicative co-ordinates only)
			Adjacent to and south-east of the existing cemetery, behind the houses on the east side of Coggeshall Road and London Road		Land to extend cemetery.	Request by The United Benefice of Kelvedon & Feering. Strong support from the Parish provided by the Community Survey 2017.	Parish Council Neighbourhood Plan Design Guide	Not in public ownership	W3W Ref: divisible.upcoming .pesky 51°50'47.2"N 0°43'03.8"E (indicative co-ordinates only)

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Kelvedon and Feering	Feering		East side of Coggeshall Road opposite the community centre		Green open space including woodland and green corridor <b>Connecting habitats / wildlife areas</b>	Parish Plan 2012 Agreement from parishioners in the community survey 2017. <b>Local Nature Recovery Strategy (LNRS) objectives</b>	Parish Council Neighbourhood Plan Design Guide	Not in public ownership <b>Crown Estates land</b>	W3W ref: fruit.umbrellas.milk 51°50'51.7"N 0°42'59.7"E (Indicative co-ordinates only)
			To be identified		Sports and recreational facilities, including all weather multi-use pitche(s) to the latest specification; changing facilities and access. New MUGA.	Request from various sport clubs and the community survey 2017	Parish Council		
			Car park of Community centre	Surface the car park with a durable porous surface to increase usage. Increase biodiversity around the area.	Cycle parking. Electric car charging points. Make pedestrian access accessible for all (e.g. step free, increased width).	None Given	Parish Council	FPC (Deeds not seen)	W3W Ref: besotted.mere.cloth 51°50'50.8"N 0°42'57.0"E (indicative co-ordinates only)
			Rye Mill Lane Playing Field (40147)	Improve the recreational facilities for residents of a variety of ages and abilities (e.g. improve the skate park, remodel the play area and mound area, bigger slide). Additional seating & litter bins. Increase green / environmental / carbon capture features. Renovate boundary fences and entry points around the field eg fencing needs to be rabbit proofed. Improvements to MUGA.	Planting of trees, hedging, shrubs & other flora. Improve the pedestrian access.	Young people request detailed with the 2017 Community Survey where young people wanted improved play equipment for 8yrs+	Parish Council	Parish Council owned (Deeds not seen)	W3W Ref: besotted.mere.cloth 51°50'50.8"N 0°42'57.0"E (indicative co-ordinates only)
			Rye Mill Lane Playing Field – wooded area & pond	Improvements to wooded area (e.g. for use by the Forest School) to make it more diverse and improve children's learning. Improve the pond area to make it a better habitat; determination of the the source and of water flow.	Supply and installation of interpretation boards. Nesting boxes. Pond: Safe accessibility and facilities to educate children. Shoring up the banks around the small playing field to stop land subsidence and encourage natural play.	Feering Primary School and Parents	Parish Council	Parish Council owned (Deeds not seen)	W3W Ref: besotted.mere.cloth 51°50'50.8"N 0°42'57.0"E (indicative co-ordinates only)
			Rafted path walk alongside river includes Feering public footpath 17	Extend rafted riverwalk path. Improve the river walk to make it more accessible for residents of a variety of ages and abilities. Replace old wooden sleeper section. <b>Improve the path so that it remains walkable at all water levels. Part of Tree Trail with interpretation boards.</b>	Develop a nature trail, viewing platforms and seating areas alongside the path / branching off from it. Nesting boxes. Investigate and action if appropriate /possible the environmental state of Feering Marsh, a rare freshwater marsh and local wildlife site (Bra234).	Community Survey 2017 concluded the need for improved public footpaths and cycle routes within Feering.	Parish Council	Not in public ownership	W3W Ref: dweller.spin.conductor 51°50'52.0"N 0°42'44.6"E (indicative co-ordinates only)
			All the land from the Cricket Club extension through to Lady Meadow and the location of the Crab and Winkle railway line on the south side of the current railway line.		Nature trail/riverside walk / cycle path and children's play area <b>to be accessible for all.</b> Nesting boxes. Formal and informal open space. <b>Connecting habitats / wildlife areas</b>	Community Survey 2017 concluded the need for improved public footpaths and cycle routes within Feering. Wildlife Group: Close to the river the land provides a natural corridor for wildlife. <b>Local Nature Recovery Strategy (LNRS) objectives</b>	Parish Council and Braintree Strategy and Action Plan for Playing Pitches	Not in public ownership	W3W Ref: heads.deprives.diary 51°50'41.0"N 0°42'26.5"E (indicative co-ordinates only)

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Kelvedon and Feering	Feering		Land to the East of Station Road.		Provide non-motorised access via a bridge from Station Road over the river to link to the river walk / Lady Meadow. Potentially linking Feering to a proposed Kelvedon to Earls Colne cycle route. Making it accessible for all.	Community survey 2017 detailed a desire to have a safe walking/cycling route from Feering to Kelvedon to Coggeshall. <b>Greenway North Essex Project</b>	Parish Council	Private Land	W3W Ref: obscuring.standar d. quicker 51°50'26.5"N 0°42'25.2"E (indicative co-ordinates only)
			Lady Meadow (20686)	Improve biodiversity.	Secure land for public use to provide a nature/sensory trail <b>To be accessible for all. Connecting habitats / wildlife areas</b>	Parish Plan 2012 Agreement from parishioners in the community survey 2017. <b>Local Nature Recovery Strategy (LNRS) objectives</b>	Parish Council. BDC designation as a visually important space	Not in public ownership	W3W Ref: obscuring.standar d. quicker 51°50'26.5"N 0°42'25.2"E (indicative co-ordinates only)
			Bridge Meadow	Improve biodiversity and improve open space to make it feel like a community garden (e.g. plant trees, shrubs, wildflowers, herbs and sweet peas).	Seating area <b>to be accessible for all.</b>	On FPC's Environmental Working Group's project list.	Parish Council Neighbourhood Plan	Parish Council owned (Deeds not seen)	W3W Ref: alpha.clouding.ties 51°50'26.2"N 0°42'26.0"E (indicative co-ordinates only)
			Green opposite The Sun Inn	Improve biodiversity.		On FPC's Environmental Working Group's project list.	Parish Council Neighbourhood Plan Design Guide	ECC	W3W Ref: costly.turns.studio 51°50'26.6"N 0°42'26.8"E (indicative co-ordinates only)
			Packhorse Bridge	Improve biodiversity <b>and accessibility. Adapt to changing water levels . Connecting habitats / wildlife areas.</b>	Supply and installation of interpretation boards. Bat & bird boxes.	Packhorse Bridge Society <b>Local Nature Recovery Strategy (LNRS) objectives</b>	Parish Council	Part owned by Parish Council owned (Deeds not seen) and part owned by The Packhorse Bridge Society	W3W Ref: crusher.landscape. tune 51°50'24.8"N 0°42'25.8"E (indicative co-ordinates only)
			Land Rear of John Raven Court, Feering Hill includes Feering public footpath 13	<b>Improve the all weather usability of public footpath 13 whilst maintaining habitats. Improve accessibility.</b>	Proposed new open space for wildlife and enthusiasts. Natural open space such as wild meadow, woodland or scrub. Bat and bird boxes, hides and hibernaculum. Potential to be the start of Crab and Winkle Railway Historic Walk.	Feering & Kelvedon Wildlife Group One of the Wildlife Walks in 2019 was set around footpath 13 and it was felt that the natural, undisturbed area could be enhanced. The group also provided evidence of wildlife using it as a corridor which was caught on camera. Would blend in with existing planted trees in adjacent boundary. Footpath 13 used by residents and people working at Threshelfords.	Request from Feering & Kelvedon Wildlife Group	Private Land	W3W Ref: Sublet.slack.circus 51°50'27.4"N 0°42'43.2"E (whole piece of land)
			Remaining railway bank of Crab & Winkle Railway Line to Domsey Brook		Nature walk from Feering public footpath 13 to this site following the old railway route as visible by google with lecterns explaining the areas historical significance.	Wildlife Group: This is the last visually clear sign of where the Crab & Winkle Train Line ran from Kelvedon <del>Holt</del> to Tollesbury	Request from Feering & Kelvedon Wildlife Group	Private Land	W3W Ref: model.removing.p oetry 51°50'15.1"N 0°42'56.3"E (indicative co-ordinates only)

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref	
Kelvedon and Feering	Feering		To be Identified		Safe cycling route to Tiptree.	Requested by young people who completed the Community Survey 2017	Parish Council	Private Land		
	Kelvedon		Village Green, High Street	To improve access, amenity (including seating) and biodiversity.		None given	Parish Council	Parish Council	None	
			Kingfisher Way Open Space	To improve access, amenity and biodiversity.		None to date	Parish Council	Parish Council	None	
			Recreation Ground (40245) and Brockwell Meadow (20239)	The development and enhancement of the play and leisure facilities at the Recreation Ground and/or the development and enhancement of facilities, access and amenities at the nature reserve at Brockwell Meadow.		None given	Parish Council	Parish Council	See Council map	
			Glebe Road/Thorne Road Play Area	The development and enhancement of the play and leisure facilities.		None given	OSAP Version 1 + Parish Council	Parish Council	None	
Rayne	Bardfield Saling	NO KNOWN REQUIREMENTS								
	Great Saling		Playing Field (40195)	Site regeneration, playing pitches renovation, more litter bins/seating and external storage space for sports equipment.	Cycle and disability parking and play equipment. Sports pavilion/changing room.	None given	Parish Council	BDC Ownership	None	
				Village Hall - Playing Field	Signage and regeneration of Village Hall car park to support use of the playing fields.		None given	Parish Council	Unknown	None
			///riper.connected.plugs	Land near Saling Grove, Great Saling, Essex		Improvement to open space. New wooden posts.		Neighbourhood Plan	Common Land . Reference no. 212/U/57	
	Rayne			Sports Ground (pavilion) (40283)	An engineering drainage solution is required to keep the pitches useable year-round.	A social area for viewing sports events and meeting after matches and changing facilities.	Rayne VILLAGE DESIGN STATEMENT	Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
				Rayne Hall Green, Shalford Road	Replacement trees, large boulder to display Centenary field plaque and protection of site from vehicle encroachment.		Parish Council	Parish Council	Parish Council	None
				Rayne Village Hall - Gore Road	Changing/toilet facilities and new cricket pavilion. Improve pitch drainage and expand parking provision.Storage for sports clubs. New cricket practise nets.	Small sided informal MUGA.	Village consultation	Parish Council and Braintree Strategy and Action Plan for Playing Pitches	Parish Council	None
				Gore Road Playing Field extension/Oak Meadow	Drainage and levelling for the 3nr football pitches, all-weather training pitch. Nature/jogging trail and planting and landscaping.Extend and re-surface car park and mark disable and general bays.	The nature reserve needs facilities for visiting schools and interpretation panels. <b>Inclusivity in relation to access to the park and nature reserve</b>	Football Club and Village Hall Committee	OSAP Version 1 and Parish Council	Parish Council (Deeds not seen)	None
				Open countryside to the north and west	Tree and shrub planting required in the form of small copses and hedgerows to link existing natural features.		Rayne VILLAGE DESIGN STATEMENT	None given	Unknown	None
			Gore Road, Rayne, Braintree CM77 6TX	Oak Meadow Nature Reserve	Restoration of ponds in nature reserve	<b>Inclusivity in relation to access to the park and nature reserve</b>			Rayne Parish Council	
			The Flich Way	Develop a mixed habitat which would have more wildlife benefits.		Rayne VILLAGE DESIGN STATEMENT	None given	Various	None	
			The village - general small amenity spaces	New litter and dog waste bins (map in CIP to identify current/additional bins). Improve and extend flower beds. Physical measures to defend green spaces from vehicle parking and bollard lighting. Improve planting and appearance of green spaces within the village. Selective tree planting outside of the built area.		Villagers request	Parish Council	Unknown	None	

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Silver End and Cressing	Cressing		The Playing Field, Jeffrey's Road CM77 8JQ	Expansion and modification of the playing fields and equipment to include a facility for older children. Construction of the village community hall. Refurbishment, re-surface and modification to play area. Re-surface and improve drainage to the car park. Provide portable training lights. Improve grass pitch drainage. Install soak-away and associated pipe work to drain field and prevent flooding of the football pitch, seating area and adjacent car park. Replace and improve footpath. Complete redesign and rebuild of unsuitable changing rooms.	Purchase of extra land for community use. Installation of information boards and additional signage for safety notices. New picnic tables, benches and seating on playing field. Install lighting to PROW 74/15 (subject to Essex Highways' approval – currently awaited). Storage for games equipment. Purchase and installation of additional equipment, such as basketball facilities and skateboard ramps. New MUGA.	Community consultation and surveys from residents	Braintree Strategy, Action Plan for Playing Pitches and Parish Council	Parish Council	None
			Common Land Unit Number CL426 - Land by Deans Farm		Provide public access and provide landscape enhancements for wildlife.	None given	Parish Council	Common Land	None
			Rainbow Field, The Street	Secure with fencing and provide public access. Provide landscape enhancements for wildlife.	Provision of a village orchard. Seating.	PC discussions with the school	Parish Council	Parish Council	See Council map
			All Saints Churchyard	Developing nature conservation area in the churchyard. Replacement of information board.		None given	Parish Council	All Saints Church	None
			Grass verges at each road entrance to the village - B1018 Braintree Road, Lanham Green Road, Polecat Road, Church Road, Ashes Road, Witham Road, The Street		Planting	None given	Parish Council	Parish Council	None
			Hawbush Green & Mill Lane/Crozier Drive		New noticeboards	None Given	Parish Council	Essex highways	None
			Various suitable locations around the village		Planting of native trees	None Given	Parish Council	Unknown	None
			Various within parish		To provide suitable surfaces and signage for cycle paths	None Given	Parish Council	Various including ECC	None
		Open space, Claude Ince Avenue & Mill Lane		Covered seating/benches	None given	Parish Council	Unknown	None	
	Rivenhall		Albert Moss Playing Field		Tree planting including a small community orchard or woodland	Parish Council minutes	Ward Member / Parish Council	BDC	None
			John Ray Walk (Olivers Lane)		Work is needed to both repair the eroded surface of the lane and to install suitable barriers that would allow pedestrian access but prevent motorbikes getting access at the Rickstones Road entrance to the lane.	None given	Ward member	Essex County Council	None
			Village Green		Installation of low fencing along the boundary with Beech Road	None given	Parish Council	Unknown	None
		Church road Rivenhall ///walls.spins.fractions	Albert Moss Playing Field		New / improved drainage to playing fields.	Parish Council		BDC	
			Rivenhall Albert Moss and St Marys Road play areas		Parish Council is looking for new sites where play equipment and sports facilities can be installed. The provision of play equipment for children with disabilities.	Parish Plan. PC minutes.	Parish Council / Ward Member	BDC	None

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Silver End and Cressing	Silver End		Village Hall Sports Ground (40328)	Surface improvements, grass and hard surface tennis courts x4, surface improvements to multi-surface. Consider installing smartgate access system to tennis courts. signage/information boards and litter/dog waste bins. Increase parking facilities and changing facilities.	Cycle/disabled parking and facilities for young people. Small sided informal (MUGA).	None given	OSAP Version 1 and Braintree Strategy and Action Plan for Playing Pitches	BDC Ownership ( <a href="#">Leased to Francis Crittall Trust</a> )	None
			Silver Street Sports Ground (40326)	Signage/information boards. Improve pitch drainage.	Cycle and disability parking and a play area for mixed ages groups - babies to teens	None given	OSAP Version 1 and Braintree Strategy and Action Plan for Playing Pitches	BDC Ownership	None
			Throughout the village at or near to buildings of significance, both historic and architectural		New information boards explaining and illustrating the origins, history and heritage of significant locations and buildings throughout the village.	None given	Silver End Heritage Society	Unknown	None
			Grassed area in front of Silver End Bowls Club		Landscape improvements and planting.	None given	Ward member	Braintree District Council	None
			Old BMX track	woodland walk, access for all and seating		none	Parish Council	BDC Ownership	None
			Memorial Gardens	York stone pathways and tarmac path network – lift and relay	Rebound goal/basketball hoop and hard surface area for recreational use. Hard surface area for outdoor table tennis table	none	Parish Council	Unknown	None
			A suitable location within the village.		A commissioned piece of public art to enhance the environment and commemorate the origins of the building of the village, such as a structure made from former Crittall metal windows, a statue of the founder, Francis Henry Crittall or an interpretation of Tait's Tower, the principal architect of the Modernist Movement houses in the village.	None given	Parish Council / Silver End Heritage Society	Unknown	None
			europic.cure.poster	Japanese Gardens in Silver End Memorial Gardens	Re-establish original Torii Arch in the Japanese Gardens		Parish Council	BDC Ownership	
			spout.exonerate.mimed	Multi sports court - Village Hall Field, Silver End	<b>Subject to public consultation the refurbishment and reopening of the MUGA, or the modification of the court to provide additional parking for Silver End Football Club</b>		Parish Council	BDC / Silver End PC	
			hobble.attaching.office	Approach to Silver Street Pavilion, Silver End	Improve the parking, particularly on match days or when the pavilion is on use.		Parish Council	BDC Ownership	
		Site to be agreed in Silver End	Install a piece of public artwork within an area of Public Open Space within the village.		Parish Council	BDC/ECC/Eastlight - dependant upon agreed location			

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Stour Valley North	Ashen	arise.tins.nibbles	Playing Field, Upper Farm Road Ashen CO10 8JR	To provide culvert and connection to highway drainage to improve drainage outfall. Further play and exercise equipment to supplement existing equipment for all ages.				Ashen Parish Council		
		spells.torso.bolsters	The Waiver, The Street, CO10 8JN	New railing and refurbishment of the main body and banks. Dredging with repairs to the surrounds and overflow pumps to reduce flooding risk. Ecological planting scheme to improve biodiversity.				Unknown		
			The Waver, The Street, CO10 8JN	New railing and refurbishment of the main feature. Dredging with repairs to the surrounds and overflow pipes. Provide suitable drainage and planting.		None given	Parish Council	Unknown	None	
	Belcham Otten		Church Green	Regeneration works to pond and surrounding vegetation to enhance public amenity.		None given	Parish Council	Parish Council	None	
		///slogans.pastels.fuse	The Street Belcham Otten Sudbury Suffolk CO10 7BG	Installation of kerb along highway verge to prevent further erosion, protect wildlife habitat and improve landscape quality.				Essex County Council		
	Belcham St Paul	skewing.plod.stands	Playing field, Gages Road, CO10 7BU(40008)	Improvements to play area, including safety surfacing under children's play equipment, a pavilion and additional bench seats. The improvement of grass pitches and the regeneration of the former netball court. Regenerate boundary hedges to improve landscape quality and access to the playing fields.		None given	Parish Council	Not in public ownership	Green spaces site location maps	
			Cole Green	Replacement of existing benches and provision of new benches. Regeneration works to drainage and trees.		None given	Parish Council	Unknown	None	
			Community House (40917)	Car park and tennis court regeneration. Consider installing smartgate access system to tennis court(s).		None given	Parish Council & LTA	Not in public ownership	Green spaces site location maps	
	Belcham Walter	NO KNOWN REQUIREMENTS								
	Borley		Borley Green (50821)	Improving landscaping, habitat and access. Clear the overgrown areas and add dog waste bins.		None given	Parish Council + OSAP Version 1	BDC ownership leased to Parish Council	Green spaces site location maps	
	Foxearth		Site to be identified		Purchase of land for community use.	None given	Parish Council and Member	Unknown	None	
	Liston	SEE RESPONSE FOR FOXEARTH								
	Little Yeldham		Village Green at Church Green (50268)	Regenerate and improve landscape quality.		None given	Parish Council	Parish Council owned	None	
			Playing Field (40270)	Regenerate and improve landscape quality.		Feedback to Parish Councillors	Parish Council	Parish Council owned	None	
			North End Village Green	Regenerate and improve landscape quality.		None given	Parish Council	Parish Council owned	None	
	Ovington	NO KNOWN REQUIREMENTS								
	Pentlow	NO KNOWN REQUIREMENTS								
Ridgewell		Village Hall Playing Field CO9 4SL (A) (40291)	Improvements to the playing fields including playing equipment.	Outside sports & fitness equipment, Village Green areas improve landscape & facilities quality, Village Hall car park hard surface suitable for disabled bays	Requests from public and Public consultation	Parish Council	Parish Council as Sole Trustee	See Parish Council map .pdf		
Tilbury Juxta Clare		Village Green at Tilbury Hill	Regenerate and improve landscape quality.		None given	Parish Council	Parish Council owned	None		

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Stour Valley South	Alphamstone									
	NO KNOWN REQUIREMENTS									
	Bulmer			Church Meadow, Church Road, CO10 7EL	Fence around large central oak tree and improve drainage.		None given	Parish Council	Unknown	None
				Coe's Meadow (10034)	Improvement to car park, gate repair or replacement, replace goal posts and net, new benches, new signage and new play equipment to replace old.		None given	Parish Council	Not in public ownership	See Council map and GSS map 60
	Bures Hamlet			Essex Knoll, Colchester Road, CO8 5AE	Upgrade existing street furniture, install canopy shelter and improve landscaping and bedding plants.		None given	Parish Council	Parish Council	None
				Small Open Space adjacent to footpath leading from The Paddocks to Colchester Road	New seating, landscaping and small play equipment.		None given	Parish Council	Braintree District Council	None
			Jubilee Grove	Open Space Land to rear of Cambridge Way CO8 5BQ		To manage and develop land as a woodland orchard and wildlife meadow.	Bures Joint Parish Action Plan	Parish Council	Braintree District Council - Bures Hamlet Parish Council	Submitted map
	Great Henny									
	NO KNOWN REQUIREMENTS									
	Lamarsh			Site to be identified		Play area required.	None given	Parish Council	Unknown	See council map
				Site to be identified		Parking required.	None given	OSAP Version 1	Not in public ownership	None
	Little Henny									
	NO KNOWN REQUIREMENTS									
	Middleton			Route to and alongside river	Enhance footpath by creation of a route to and alongside the river.		Village design statement	Parish Council	Unknown	None
	Twinstead			Village Green 51.995651, 0.693228	Enhancements and improvements to village green including water pump		None given	Parish Council	Parish Council	None
				Twinstead Cricket Ground, Church Road (40961)	Electronic scoreboard		None given	Essex cricket	Parish Council (Deeds not seen)	None
	Gestingthorpe			Playing Field (40166)	Extend children's play area including safer access and add fencing. Replace practice net floor and run. Replace public benches in front of pavilion. Extend the pavilion to provide extra changing room.	New accessible toilets. Practise nets.	None given	Parish Council, Playing Pitches & Essex Cricket	Parish Council (100 year lease)	None
				Church Green	Protect open space from deterioration through car parking.		None given	Parish Council	Parish Council	None
	Wickham St. Pauls			Main village pond and a second smaller pond	Improvements to ponds including dredging.		None given	Parish Council	Parish Council	None
				Wickham St. Pauls		Dredging of the pond. Purchase and planting of trees to create a copse near the village pond. Play equipment.	Parish Council meetings		Wickham St. Paul's Parish Council	
			Village Green and surrounding open space (50391) School Road, Wickham St. Paul, Essex, CO9 2PR	Nature trail (including footpaths) and landscape enhancements to the village ponds.	Play equipment. Improvements to the village green.	Parish Council meetings	Parish Council	Parish Council owned (Deeds not seen)	Map submitted	

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The Colnes	Colne Engaine		Recreation Ground and Car Pak (40088)	Upgrade of playground (including swing & slide) and gym equipment. Replace goal posts. Upgrade car park surface. Improve amenities.	Lockable bicycle rack. Lit and fenced muga on lower recreation ground.	None given	Parish Council	Parish Council	Green spaces site location maps	
			Football Field (40090)	Improvements to parking facilities. Enhancements to playing field and sports pavilion.		None given	Parish Council	Parish Council leased to football club	Green spaces site location maps	
			Village Pond - 34m north of Village Green on Pebmarsh Road	Improvements to village pond.		None given	Parish Council	Common Land	None	
	Earls Colne			Millennium Green (10930)	Renew play equipment and pathways. Improvements to the roadside boundary hedge.		None given	Parish Council	Trust land (Deeds not seen)	Green spaces site location maps
				De Vere Road Playground (60120)	Improvements to increase range of equipment and improvements to grounds including a skate park adjacent to demolished garages. Refurbishment of mural on garages.		None given	Parish Council	BDC Ownership	Green spaces site location maps
				Village Green (North) (50122)	Improvements to quality of green including refurbishment of the grass areas, new planters, refurbishment of village sign and installation of local information signage.		None given	Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
				Village Green (South) (50123)	Improvements to quality of green. New planters.		None given	Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
				Atlas Estate Garden (10133)	General landscape improvements needed.		None given	Parish Council	BDC Ownership	Green spaces site location maps
				Nonancourt Way (60116)	New/improved play equipment and general landscape improvements.		None given	Parish Council	BDC Ownership	Green spaces site location maps
				Reuben Walk Playground (60931)	More play equipment required and landscape quality improvement.		None given	Parish Council	BDC Ownership	Green spaces site location maps
				Earls Colne	Improvements to planting and planters		None given	Parish Council	Parish Council (Deeds not seen)	Various
			vibrate.rated.reinstate	Earls Colne Tennis Club	New Practice Wall area			Parish Council		
				Earls Colne Tennis Club	Lighting to the whole area to enable extended playing time			Parish Council		
				Earls Colne Tennis Club	Tennis pavilion provision for use during sessions.			Parish Council		
				Earls Colne	Improvements to disabled access and footways		None given	Parish Council	Various	Various
				Hillie Bunnies Playground (60117)	General amenity improvements.		None given	Parish Council	BDC Ownership	Green spaces site location maps
				Ashwell Amenity and Pleasure Ground, Brickfield and Long Meadow Trust (20114)	Upgrade to pathways, renew noticeboards. Installation of metal 5 bar gates and kissing gates to replace wooden gates.		None given	Parish Council + OSAP Version 1	Ashwells Amenity and Pleasure Ground Trust (Deeds not seen)	Green spaces site location maps
				Pump Green, CO6 2PG	Enhancements to area. New planters	Create a dry garden.	None given	Parish Council	Parish Council (Deeds not seen)	None given
		Newhouse Road, Airfield, Marks Hall, A120 underpass		Earls Colne section of cycle Path linking Newhouse Road through to Coggeshall allowing residents to cycle to the Airfield, Marks Hall and Coggeshall via a safe route.	None given	Parish Council	Airfield, Marks Hall	None given		

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The Colnes	Earls Colne		Public Open Space at CALA Homes development East of Station Road		Installation of benches, waste and dog bins	None given	Parish Council	Cala Homes but due to be transferred to the Parish Council	None given
			Footpath No. 16 (Bourne Brook)	Enhancements of this route from the Millennium Green through to the footbridge over the River Colne.		None given	Parish Council	Public Right of Way	None given
			St Andrews Church, Church Hill, CO6 2RG	Enhancements to Church Yard and War Memorial improvements.		None given	Parish Council	Unknown	None given
			The Shrubbery, CO6 2RG	Improvements to quality of green. New village noticeboard.		None given	Parish Council	Parish Council (Deeds not seen)	None given
			Village Pond Pebmarsh Road, North of Village Green	Landscape improvements to village pond and surrounding area		None given	Parish Council	Parish Council	None given
			Throughout the village	Development of safe cycle routes.		None given	Parish Council	Various including ECC	None given
			Cemeteries	Causeway - General landscape improvements. Burrows Road - Enhancements to facilities.		None given	Parish Council	Unknown	None given
			Recreation Club, Halstead Road, CO6 2NG	Replace play surfaces and new and improved equipment, including replacement of safety matting. Replacement changing rooms. Car park extension. Improvements to ensure greater accessibility for all users.	Outdoor table tennis table. Replacement pavillion. New cricket sight screens and nets.	None given	BDC Officer, Parish Council and Recreation Club	Trust land (Deeds not seen)	None given
			Sites in Earls Colne to be identified		Zip wires, Skateboard facility and outdoor adult exercise equipment. All weather cycle paths between Earls Colne and surrounding areas: Airfield, Halstead, Coggeshall, Colne Engaine and Marks Hall. Installation of Incredible Edible Planters throughout the village. Planters and trees added throughout the village including enhanced planting in the Triangle planter on Park Lane/Church Hill and planters and planting along High Street / Halstead Road. Replacement seating.	None given	Parish Council	Various	None given
	Pebmarsh		Children's Playground, The Street (10277)	Renew children's play equipment, landscape play area, refurbish replay fencing / gates / play surfaces / mulch.		None given	Parish Council	Parish Council	None
			Pebmarsh Village War memorial, The Street	The world war(s) memorial is in need of refurbishment, the memorial land / triangle requires replanting / landscaping and new fencing / stones put in place to prevent car parking generated by the village school.		None given	Parish Council	Parish Council	None
			Glebe Land, The Street	Landscaping and planting. Improved paths and walkways / surfaces will help to increase participation for all.		None given	Parish Council	Leased by Parish Council from Church	None
			Skate Park, Rear of Pebmarsh Village Hall, The Street	Renew and update the skate park amenities		None given	Parish Council	Parish Council	None
			Footpaths, Throughout the parish of Pebmarsh	Renew / improve the public footpath network surrounding / running through the parish of Pebmarsh including signage / gates / steps / bridges / surfaces / fences / publicity / etc.		None given	Parish Council	Essex County Council / Private landowners	None

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The Colnes	Pebmarsh		Fishing Lakes, Throughout the parish of Pebmarsh	Renew / improve the fishing lakes and amenities within the parish to protect fishing stocks.		None given	Parish Council	Private landowners	None	
			Football ground & changing facilities, Pebmarsh Road (40279)	General landscape improvements needed. Replace changing rooms.		None given	Parish Council	Village Trust	None	
	White Colne		Bures Road to Colne Park following the old railway line (60134)		Wildlife corridor.		None given	Parish Council	ECC owned land	Green spaces site location maps
			White Colne Meadows (50988)	Signage, litter and dog waste bins, fill gaps in hedge, tree planting, renovate access path 'The Chase'. Renovation of the community orchard including wild daffodil bulbs for under planting.	Cycle and disability parking, wheelchair access, could be used for events/activities. Provide storage for equipment to host events on the open space. Children's play equipment (slide and fort on the mound), picnic tables (wheelchair friendly).		None given	OSAP Version 1	Parish Council owned (Deeds not seen)	Green spaces site location maps
	White Colne		Village Green (50136)	Improvements to visual aspect by the village sign, benches, bins, noticeboard, boundary posts and enhancements to the parking area opposite 30/32 Colneford Hill.			None given	Parish Council	Not in public ownership	Green spaces site location maps
			Play area (Petanque Court) to the rear of Village Hall, Bures Road	Renovation, fencing and land drainage.			None given	Parish Council	ECC owned land	None
			Land between bridge and abutment of Colne Park Road	To change area to a wildlife area.			None given	Parish Council	Unknown	None
			No specific site identified		New footpaths, cycle ways and disabled access to the countryside.		Village design statement	None given	Unknown	None
	Three Fields	Finchingfield		Playing Fields (40159)	Upgrade of children's play area, BMX/skate equipment + more activities. Soft surfacing, fencing around playground, access gates and signage. Improvements to Pony Field to enable ball games to be played.	Cycle parking.	Community survey	Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
				Play area, Cornish Hall End	Additional play equipment including swings and pedestal slide.		Playing field EGM	Parish Council	Leased to Parish Council.	Submitted map
			Off Stephen Marshall Avenue	Signage, information boards, seating, litter bins and surfacing. Building and play area renovation.	Cycle and disability parking.		None given	OSAP Version 1	Parish Council (Deeds not seen)	None
Great Bardfield			Great Bardfield Playing Fields & Playground Area Land off Bendlowes Road, Great Bardfield Nearest Code CM7 4RR	Improve pitch drainage and provide portable training lights. Continue enhancement to playground facilities and equipment including items for less able users. <b>Improvements to field Access</b>	Provision of All Weather/Multi Use Fames Area. Skate Park. Additional seating, litter bins and cycle parking. <b>Improvements to Car Parking.</b>	Representations through Parish Council	Braintree Strategy and Action Plan for Playing Pitches & Parish Council.	Great Bardfield Parish Council	None	

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Three Fields	Great Bardfield		School Green, Causeway Green and Mill Close Green - Village Greens at the junction of Braintree Road, Brooks Street and Crown Green at the Junction of Crown Street and Vine Street	To enhance and improve these areas with improved landscaping, planting and seating as appropriate.		N/A	Parish Council	Great Bardfield Parish Council	None
			Ancient track ways Long Green and Colney Green - Opposite Blue Egg (51.938691; 0.445235)	Improved access for walkers and cyclists. Appropriate planting of native species	Improvements to surfacing.		Parish Council	Great Bardfield Parish Council	None
			Footpath running from Dunmow Road to Braintree Road via St Mary's churchyard	Introduce, as appropriate, wild flowers such as the Bardfield Oxlip and Marsh Marigolds.	Replanting Scheme	N/A	Parish Council	Great Bardfield Parish Council	None
			Recreation Ground (40179)	Upgrade playground area. Litter bins and additional cycle racks.	Additional seating/tables	Consultation across the parish and public meetings	Parish Council	Parish Council (Deeds not seen)	Green spaces site location maps
		LAND OFF DUNMOW ROAD (ADJACENT TO THE TOWN HALL) GREAT BARDFIELD NEAREST POST CODE CM7 4SA	Amenity Land r/o Town Hall (51.946957; 0.435878) - known as the Quiet Space	Enhancements to biodiversity and nature conservation. Additional seating. Enhancement to biodiversity - creation of wildflower area and additional seating	Creation of wildflower area.	Identification by PC and engagement with residents that there was nowhere central to the village to sit and rest.	OSAP Version 1	Parish Council (Deeds not seen) GREAT BARDFIELD PARISH COUNCIL	None
			Piper's Meadow	Reintroduction of the Great Bardfield Oxlip. Enhancement/access to nature conservation. 10 year work programme of work. Better railings required. Additional Seating.	Cycle parking. Creation of wild flower meadow.	Taken from VILLAGE DESIGN STATEMENT	OSAP Version 1	Privately owned land leased by Parish Council (Deeds not seen)	None
		Land off Bridge street, Great Bardfield Nearest Post Code CM7 4SZ	Piper's Meadow	Continue with the reintroduction of the Bardfield Oxlip. Additional seating, improved access to encourage use for all. Creating of wild flower meadow. New signage.		Public support following recent tree planting initiative		Privately owned land leased by Parish Council	
			Playing Field behind houses in Bendlowes Road	Pavilion needs replacing.		Taken from VILLAGE DESIGN STATEMENT and public consultation. Also taken from PARISH PLAN		Parish Council (Deeds not seen)	None
			Contained within footpath 12 running from the Dunmow Road to Braintree Road and St Mary's churchyard.	VALLEY OF BARDFIELD BROOK	Intention is to protect this popular walking area and create and /or introduce, as appropriate, wild flowers such as the the Bardfield Oxlip and Marsh Marigolds which were formally in abundance in this area.		Walkers carrying out survey of local footpaths		Public Rights of Way can be maintained and improved by Essex County Council (the Highway Authority)
	Panfield		Thistledown Playing Field CM7 5AB	Replacement of noticeboard at the entrance. Create better/improved access for the public. Landscape improvements. Enhancement of art installation.		None given	Parish Council	Parish Council (Deeds not seen)	None
			The Village Green, Kynaston Road, CM7 5AQ	Improvement to facilities - installation of perimeter posts to enable public to have full use of the area by deterring residents from parking on the green.	Installation of new notice board.	Residents to be consulted.	Parish Council	Parish Council	None

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Three Fields	Panfield		John Barr Playing Field / woodland, Queens Gardens, CM7 5AH	Replacement of two seating benches and establish seating areas, refurbishment of existing children's play equipment (including safety surfacing and new swings). Replacement goal posts/nets and additional play equipment. Create better/improved access for the public. Drainage improvements in play area next to allotments. Landscape improvements to perimeter boundary. Extension of new woodland walk to include the perimeter of playing field area.	New noticeboard at Queens Gardens entrance for better communication between PPC and the public/for health and safety notices. New fruit trees to be planted for public use once matured.	Engagement with residents.	OSAP Version 1	BDC owned land leased to Parish Council (Deeds not seen)	None	
			The Bell Public House, Kynaston Road, CM7 5AJ		Purchase of the land (the field).	None given	Parish Council	Private Landlord (Greene King)	None	
	Wethersfield		Green space, Hereward Way	Replacement bench		None given	Parish Council	Unknown	Map submitted	
			Junction of Park Hall Road and Bovingdon Road, Beazley End	Improvements to open space including a replacement bench and instillation of planters.		None given	Parish Council	Unknown	Map submitted	
			Lower Green and Village Hall, Blackmore End	Improvements to open space including instalation of planters.		None given	Parish Council	Unknown	Map submitted	
	Shalford			Stoneley Park	Resurfacing of stone table. Trees to be named and labelled	Community garden / orchard Picnic benches / seating areas Wildflower planting (labelled) Seating by the river and landscape improvement to that area	Questionnaire	Parish Council	Stoneley Park - Essex County Council	None
		pirate.rezoning.noisy		Cliffields - Church End Shalford		Add Planters and Bench				
				Playing Field (40305)	Add play equipment for older children, turn basket ball area into a multifunctional space (MUGA). Extension and improvements to the car park, including designated disabled bays.		None given	Parish Council and Braintree Strategy for Playing Pitches	Held in Trust (Deeds not seen)	Green spaces site location maps
				Open space	New information boards explaining and illustrating the origins, history and heritage of significant locations and buildings throughout the village and ensuring accessibility by improving relevant footpaths.				Unknown	
	Witham Central	Witham		Mill Lane Square	Existing space adjoining Mill Lane bungalows, small square for small scale landscaping and seating improvements.		Requests from public received by Town Council	Town Council	Eastlight Community Housing	See Town Council map.pdf
			Land Adjoining Whetmead Nature Reserve (20438)		Purchase/lease existing space adjacent to 20438 (Nature Reserve). Create a link from Riverwalk to Whetmead nature reserve, stabilise ground, improve signage and make Saul's bridge more visible.	None given	Town Council	Not in public ownership	See Town Council map.pdf	
			All Saints Churchyard (80444)	Improvements of spatial quality and repairs to assets including gravestones.		Comments received from the public.	Town Council	Not in public ownership	Green spaces site location maps	
			Freebournes Road Industrial Estate	Buffer planting.		None given	OSAP Version 1	BDC Ownership	None	
			Witham Town Park (10453)	Signage, seating, bins and entrance improvements.		None given	OSAP Version 1	BDC Ownership	Green spaces site location maps	

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Witham Central	Witham		Land off Greenfields	Landscape improvements, natural play, signage, paths and seating.		None given	OSAP Version 1	BDC Ownership	None
			Blackwater Rail Trail	Bridging River Brain is short term aim. Improvements to access, signage and paths. Cycleway improvements including cycleway from Pasture Road to Catholic . Bins/dog waste bins and surfacing.	Bridge across the River Brain near Blackwater Lane	None given	OSAP Version 1	ECC owned land	None
			Sauls Bridge off Maldon Road Sports Ground	Boundary planting and access improvements.		None given	OSAP Version 1	BDC Ownership	None
			River Walk (Chipping Hill Bridge to Saul's Bridge) (30437)	Repairs to cycleway. Bridges on River Walk will need replacing. Habitat creation, path/cycleway improvements and signage, more buoyancy aids, litter bins, dog waste bins, seating and surfacing.	Car and cycle parking.	None given	OSAP Version 1	BDC owned land leased to Witham Town Council (Deeds not seen)	None
			Allectus Way Open Space	Landscape enhancements including play equipment, paths/cycle ways, boundaries and tree planting, habitat creation, bins/dog waste bins, path access and signage.		None given	OSAP Version 1	BDC Ownership	None
			Witham Lodge amenity space	Planting enhancements and signage, grass areas and shrub planting.		None given	OSAP Version 1	BDC Ownership	None
			Sauls Bridge Sports Ground, Maldon Road	Walking/running signage and KM markers.	Outdoor table tennis equipment.	None given	BDC Officer	BDC Ownership	None
			Witham Sports Ground, Spinks Lane	Upgrade and improve facilities at the centre.	New 11v11 Floodlit 3G football turf pitch. Small sided informal (MUGA).	None given	BDC Officer	ECC owned land	None
			Maltings Academy, Spinks Lane	.	Provision of floodlights for courts.	None given	AET Academies Trust	ECC owned land	None
			Claudius Way	Signage, health and safety improvements and bins.		None given	OSAP Version 1	Eastlight Community Housing	None
			Lockram Lane by former churchyard & Rex Mott Court	Landscape improvements		None given	Town Council	Unknown	None
			To be identified	Tree planting on 20 planting areas identified by Witham Tree Group.		WTG Survey of 2014	Town Council	Unknown	None
			River Walk - Mill Lane	Planting enhancements, introduction of hedgerow, boundary treatments				Town Council	
			River Walk	Welcome signage, interpretation boards				Town Council	
			River Walk	Landscaping and path improvements by Lidl/Churchill				Town Council	
	Land next to Whetmead Nature Reserve (east of A12)	Landscaping, seating, car park improvements, interpretation boards, habitat creations				Town Council	Town Council		
Witham North	Witham		Bramston Green (50455)	Landscaping, seating and planting.		Discussions between Town Council and local residents	Town Council	Greenfields Community Housing - Ownership Eastlight Community Housing	Green spaces site location maps
			Chipping Hill Green (A on map provided by Town Council)	Existing green spaces requires stabilisation to gravel surface to stop it washing into the road. Needs defence from cars. Land used for the medieval fayre.		Comments received from the public by Town Council.	Town Council	Part BDC acquired in 1932, part common land with an unregistered owner	See Town Council map.pdf
			Ebenezer Close (60459)	Improve access, litter bins/dog waste bins, seating and signage.		None given	OSAP Version 1	BDC Ownership	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Witham North	Witham		River Walk (Ebenezer Close to Chipping Hill Bridge) (30437)	Repair cycleway. Bridges on River Walk will need replacing. Habitat creation, path/cycleway improvements and signage, more buoyancy aids, litter bins, dog waste bins, seating and surfacing.	Car and cycle parking.	None given	OSAP Version 1	Witham Town Council	None
			Glebe Crescent cluster (2 spaces)	Tree planting and improve access.		None given	OSAP Version 1	Greenfields Community Housing - Ownership Eastlight Community Housing	None
			Braintree Road	Access and path improvements, landscape enhancements and habitat creation.		None given	OSAP Version 1	ECC owned land	None
			Cemetery (80405)	Tree planting, signage and access improvements.		None given	OSAP Version 1	BDC Ownership	None
			Rickstones Playing Field (10404 & 10397)	Signage/information boards and ball stop fencing. Access and recreational facilities. Improve pitch drainage.	Cycle and blue badge parking and outdoor table tennis equipment.	None given	OSAP Version 1 and Braintree Strategy Playing Pitches	BDC Ownership	None
			Rickstones Play Ground Pavillion	Referbishment and improvements of pavillion.		None given	Witham Town Council	BDC Ownership	None
			Templars (Doorstep Green)	Boundary improvements and habitat creation.		None given	OSAP Version 1	Land owned between BDC and Greenfields.	None
			Forest Road Pond	Improvements to pond, signage, planting, seating, bins/dog waste bins and paths.		None given	OSAP Version 1	Greenfields Community Housing	None
			By railway from allotments to golf course	Seating and bins		None given	Town Council	Unknown	None
			Former recreation area rear of Ebenezer Close	Landscape improvements with seating and bin		None given	Town Council	Unknown	None
			Off Church Street, Bellfield	Create area for informal recreation, seating, bins		None given	Town Council	Unknown	None
			To be identified	Tree planting on 19 planting areas identified by Witham Tree Group.		WTG Survey of 2014	Town Council	Unknown	None
			Rickstones Playing Field	Additional dog waste bins			Town Council		
			Evans Way balancing Pond area	Improvements to seating			Town Council		
Witham South	Witham		Opp. 21 Pelly Avenue (50553)	Planting two-three trees in front of a large facing wall to create a better visual aspect.		None given	Town Council	Greenfields Community Housing - Ownership Eastlight Community Housing	Green spaces site location maps
			Land between River (20528)	Improve access, ground stabilisation and informal walking/exercise route.	Purchase of land by Town Council.	Comments received from the public by the Town Council in relation to Constance Close development consultation	Town Council	BDC Ownership	Green spaces site location maps
			Pelly Avenue	Entrance renovation, signage, wheelchair access, surfacing, play equipment, bins/dog waste bins and tree planting.		None given	OSAP Version 1	Greenfields Community Housing - Ownership Eastlight Community Housing	None
			Olivers Drive noise bund	Buffer planting.		None given	OSAP Version 1	BDC Ownership	None
			Sauls Avenue	Landscape enhancements including tree planting and habitat creation.		None given	OSAP Version 1	BDC Ownership	None
			Brook Walk (Dengie Close)	Planting, tree planting, signage, information boards, surfacing and litter bins/dog waste bins.		None given	OSAP Version 1	Land owned partly by BDC and partly by Greenfields.	None
			James Cook Wood	Path works, signage and habitat improvements.		None given	OSAP Version 1	Town Council owned (Deeds not seen)	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref
Witham South	Witham		Carraways noise bund	Buffer planting.		None given	OSAP Version 1	Land owned by developers (Deeds not seen)	None
			Maltings Lane	Buffer planting, tree planting and habitat creation.		None given	OSAP Version 1	Land owned by developers (Deeds not seen)	None
			Hatfield Road Estate, bund by railway	Create path and cycleway link to Stevens Rd		None given	Town Council	Unknown	None
			James Cooke Woods	Improve drainage in swampy area		None given	Town Council	Unknown	None
			Maldon Road Sports Field (40466)	Provide pavilion/changing room. Renovate clubhouse. Install boundary fencing.		None given	Town Council	Unknown	None
			Allectus Way past shops	Create footway/cycleway		None given	Town Council	Unknown	None
			James Cooke Woods, Maldon Rd, Witham CM8 3LJ	Boardwalk in waterlogged area <b>Improvement and extension to car park area</b>				Town Council owned	
			To be identified	Tree planting on 19 planting areas identified by Witham Tree Group.		WTG Survey of 2014	Town Council	Unknown	None
		<b>River Walk</b>	<b>Welcome signage, interpretation boards</b>				Town Council		
Witham West	Witham		Land by ASDA (50509)	Improve access to be made part of the River Walk. Renew surfacing and improve signage.	Transfer land to Town Council ownership.	None given	Town Council	BDC (appears part sold off)	Green spaces site location maps
			Flora Road/Bramble Road Open Space	Additional litter bins away from play area. Landscape enhancements including natural play, play equipment, paths/cycleway, boundaries, tree planting and habitat creation. Signage, surfacing, planting, seating.	Play space and outdoor table tennis equipment.	None given	OSAP Version 1	BDC Ownership	None
			Spa Road open space, including land south of Humber Road	Additional litter bins and seating away from play area. Landscape enhancements including play, paths/cycleway, boundaries, tree planting and habitat creation. Signage, surfacing, planting, seating		None given	OSAP Version 1	BDC Ownership	None
			Highfields Road (South of Chelmer Road)	Safety improvements, litter bins/dog waste bins and seating. Graffiti/vandalism/ASB problem.		None given	OSAP Version 1	BDC Ownership	None
			Powers Hall End Amenity Space, Flora Road	Improve access, litter bins/dog waste bins and seating.		None given	OSAP Version 1	BDC Ownership	None
			Powers Hall End/Rosebay Close	Access paths, planting and habitat creation.	Cycle and disability parking.	None given	OSAP Version 1	Land owned partly by BDC and partly by Greenfields - <b>Ownership Eastlight Community Housing</b>	None
			Land owned by Greenfields	Include cycleway from Spa Road to Blunts Hall Road. More bins/dog waste bins and seating.		None given	OSAP Version 1	Greenfields Community Housing - <b>Ownership Eastlight Community Housing</b>	None
			Land to South & West of Pennyroyal Crescent	Planting, surfacing and bins/dog waste bins.		None given	OSAP Version 1	Greenfields Community Housing - <b>Ownership Eastlight Community Housing</b>	None
			Powers Hall End Playing Field	Boundary planting.		None given	OSAP Version 1	ECC owned land	None

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref	
Witham West	Witham		Witham RUFC	Improve pitch drainage.		None given	Braintree Strategy and Action Plan for Playing Pitches	Currently Unknown	None	
			Witham Town Football Club (inc Spa Road Playing Field)	Portable training lights on adjacent pitches and better on-site storage.		None given	Braintree Strategy and Action Plan for Playing Pitches	Currently Unknown	None	
			Woodland marsh rear of Honeysuckle Way		Acquire for informal recreation/ River Walk	None given	Town Council	Unknown	None	
			Spring Lodge to Bramble Rd	Tree planting, seating and bins		None given	Town Council	Unknown	None	
			Humber Road to ditch near football club		Seating, bins and goalposts/similar	None given	Town Council	Unknown	None	
			Douglas Grove, northwards to Humber Road	Tree planting, seat and bin		None given	Town Council	Unknown	None	
			Teign and Ness Walk	Tree planting, seat and bin		None given	Town Council	Unknown	None	
		narrating.daunted.epic	Land by Asda - River Walk	Install larger or additional bins						
			Honeysuckle Way	Seating (Need to ask WTC where they are proposing new seats - are the seats on the road or the land adjoining - who owns land?)						
			To be identified	Tree planting on 19 planting areas identified by Witham Tree Group.		WTG Survey of 2014	Town Council	Unknown	None	
			River Walk pond	Enhancements to River Walk duck pond by increasing biodiversity				Town Council		
			River Walk	Welcome signage				Town Council		
			Rosebay playground	Improvements to play equipment, path access improvements				Town Council		
	Powers Hall End, by Terling Rd	Tree planting				Town Council				
Yeldham	Great Yeldham		A. Bowtell's Meadow (40197)	Refurbish and extend play park equipment and resurface ground. Add a seating area and youth shelter.	Landowner to transfer land to Parish Council.	PARISH PLAN	Parish Council	Private ownership (Title EX639548)	See Council map/Green Spaces Sites location map	
			'B' (See map provided to BDC by PC)		Landowner to transfer land to Parish Council.	None given	Parish Council	Not in public ownership	See Parish Council map.pdf	
			Recreation Ground	Refurbishment/extension of skate park and BMX track. Additional storage for equipment.	Regeneration including a new zip wire, 3 pitches (for 3 age groups), a new MUGA, 2 tennis courts (with potential smartgate access system), a new pavilion and a new car park. Outdoor exercise equipment and 600m running track. •Picnic Tables and 'stump' seating (4 per table). Tables to have checkerboards on surface for the playing of Drafts and Chess. •'Youth' Shelters and seating •Outdoor Table tennis table	PARISH PLAN Great Yeldham Sports Ground Strategy and Parish Plan	Parish Council and Braintree Strategy and Action Plan for Playing Pitches	Parish Council (Under Trust document)	None	
	Stambourne		Stambourne Playing Field	Play equipment required to cover a range of ages.		Parish Plan	Parish Council	Parish Council (Deeds not seen)	None	

Ward	Parish	3Words / TL	Location (ref GSS map)	Improvements Required (to existing facilities)	Improvements Required (new facilities)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	Map Ref	
Yeldham	Toppesfield (Gainsford End)		The Recreational Ground off Gainsford End Road (60375)	Implement recommendations from annual ROSPA report. Play equipment required to cover a range of ages.		Supported by evidence gathered in the Parish planning process	Parish Council	Not in public ownership	Green spaces site location maps	
			The Recreational Ground off Church Lane (40958)	Redevelopment of pavilion at recreational area is required. Implement recommendations from annual ROSPA report. Play equipment required to cover a range of ages.	Exercise equipment for adults.	Supported by evidence gathered in the Parish planning process	Parish Council	Not in public ownership	Green spaces site location maps	
			Gainsford End Playing Field, Gainsford End Road	Implement recommendations from annual ROSPA report.	Exercise equipment for adults. Creation of a wildlife refuge.	Questionnaire and PC meeting.	Parish Council	Toppesfield PC	None	
	Toppesfield (Gainsford End)			Toppesfield Playing Field, Church Lane	Improvements to play area including equipment for older children. Improvement to the pavilion to allow access to all users.	Storage facilities	Questionnaire	Parish Council	Unknown	None
			Church Lane, Toppesfield - recreation ground sits behind St Margaret's Primary School ///Bucks.solids.quilt	The Recreational Ground off Church Lane and the Central Toppesfield Recreational Area	Improvements to Toppesfield Playing field to provide new and improved play equipment required to cover a range of ages. Exercise equipment for adults.					
				No specific site identified		Interest in a wildlife refuge.	Parish Plan	Parish Council	Unknown	None
				No specific site identified		Outdoor physical exercise equipment for adults.	Parish Plan	Parish Council	Unknown	None



Braintree District Council

# Allotments

## Open Spaces Action Plan



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Ward	Parish	3Words / TL	Location (ref GSS map)	No. Plots (total)	Waiting List (no. of people waiting)	Improvements Required (to allotments)	Record (of public input)	Source (of entry)	Ownership (of relevant land)
Bocking Blackwater	/		Marks Farm Allotments, Coggeshall Road, Braintree, CM7 9EG (GSS Map Ref:- 70644)	13	251	Access track re-surfaced.	None given	BDC Parks and Open Spaces	BDC Ownership
Bocking North	/		Church Street Allotments, Fennes Road/Church Street, Bocking, Braintree, CM7 5LH (GSS Map ref:- 70591)	2	8	nil	None given	BDC Ward Member	BDC Ownership
			Church Lane Allotments	36	189	nil			BDC Ownership
Bocking South	/		Bunyan Road Allotments, Bunyan Road, Braintree, CM7 2PJ (GSS Map Ref:-70619)	7	181	nil	None given	BDC Parks and Open Spaces	BDC Ownership
			Dukes Road Allotments, Dukes Road, Braintree, CM7 5UE (GSS Map Ref:- 70614)	21	153	nil	None given	BDC Parks and Open Spaces	BDC Ownership
Braintree Central and Beckers Green	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - land for allotments required.								
Braintree South	/		Rose Hill Allotments, Rose Hill, Braintree, CM7 3RS (GSS Map Ref:- 70651)	23	242	Perimeter fencing. Improvements to water supply to include provision of new taps and tap boxes.	None given	BDC Parks and Open Spaces	BDC Ownership
			Station Field Allotments (Site 1), Station Approach, Braintree, CM7 6QL (GSS Map Ref:- 70625)	22	257 (waiting for either site)	nil	None given	BDC Parks and Open Spaces	BDC Ownership
	/		Station Field Allotments (Site 2), Station Approach, Braintree, CM7 6QL (Gss Map Ref:- 70625)	16		nil	None given	BDC Parks and Open Spaces	BDC Ownership
	/		Byron Close, Braintree (GSS Map Ref:- 70650)	4	0	nil	None given	BDC Parks and Open Spaces	Greenfields Community Housing
Braintree West		0	0	0	0	0	0	0	0

Ward	Parish	3Words / TL	Location (ref GSS map)	No. Plots (total)	Waiting List (no. of people waiting)	Improvements Required (to allotments)	Record (of public input)	Source (of entry)	Ownership (of relevant land)
Bumpstead	Birdbrook					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL			
	Helions Bumpstead					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL			
	Steeple Bumpstead		North Crescent Allotments, North Crescent, Steeple Bumpstead, CB9 7DL (GSS Map Ref:- 70335)	7	93	Water supply.	None given	BDC Parks and Open Spaces	BDC Ownership
	Sturmer		Redundant Allotment Gardens, Crunch Croft Estate (70353) or other land to be identified.	0	0	Provision of allotment gardens	None given	None given	Parish Council
Coggeshall	Bradwell			<29	0	nil	None given	Parish Council + BDC Planning Officer	Parish Council (Deeds not seen)
	Coggeshall		Butt Field Allotment Site, Church Green, Coggeshall, CO6 1UD	108	11	Provision of galvanised steel fence to southern boundary to improve security. Provision of composting toilets. <b>New storage sheds and improvements to communal areas. Improvements to the general amenity of the site.</b>	Allotment Association.	Parish Council	Parish Council (Deeds not seen)
			Churchfield Road (GSS Map Ref:- 70063)	Unknown	Unknown	nil	None given	Parish Council	Parish Council (Deeds not seen)
			The Hamlet Allotment Site, Kelvedon Road, Coggeshall, CO6 1RQ	108	2	Provision of composting toilets. <b>Purchase and installation of compost bins. Improvements to service track surfacing. New gates on front entrance and service gate. New deer and rabbit proof fence.</b>	Allotment Association	Parish Council	Parish Council (Deeds not seen)
	Stisted					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL			
Gosfield and Greenstead Green	Great Maplestead					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL			
	Greenstead Green and Halstead Rural		(GSS Map Ref:- 70213)			nil	None given	Green spaces site location maps	Unknown
	Gosfield		(GSS Map Ref:- 70173)	18		nil	None given	Parish Council	Parish Council (Deeds not seen)
	Little Maplestead					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - provision of allotments within the village.			
Great Notley and Black Notley	Black Notley		John Ray Gardens Allotments, Bedells Avenue, Black Notley, Braintree, CM77 8LZ (GSS Map Ref:- 70014)	8	14	Within the area just inside the gate - landscape improvements, seating area and garden shed.	None given	BDC Parks and Open Spaces	BDC Ownership leased to Parish Council
	Great Notley		Potentially two sites on the Country Park / Site to be identified	None known	40	Provision of allotments within the parish.	None given	BDC Officer and Parish Council	Unknown

Ward	Parish	3Words / TL	Location (ref GSS map)	No. Plots (total)	Waiting List (no. of people waiting)	Improvements Required (to allotments)	Record (of public input)	Source (of entry)	Ownership (of relevant land)
Halstead St. Andrew	Halstead	TL 8241530375	A. Colchester Road (Stat) (GSS Map Ref:- 70815) (Also known by Halstead Town Council as the Colne Road Allotments)	39	3	Further improvements to allotments to include fencing and watertanks. -			BDC Ownership (Leased to Town Council)
			C. Parsonage Street (GSS Map Ref:- 70743)	61	8	Extend.		Town Council	BDC Ownership (Leased to Town Council)
			D. Colchester Road (Housing) (GSS Map Ref:- 70744)	12	3		None given	Town Council	BDC Ownership (Leased to Town Council)
			E. Upper Fenn Road (GSS Map Ref:- 70744)	10	3		None given	Town Council	BDC Ownership (Leased to Town Council)
			F. Hedingham Road (GSS Map Ref:- 70766)	Unknown	Unknown		None given	Town Council	The Horticultural Society
			Colne Road Allotments			Fencing improvements and maintenance. Water supply tap (lockable) for allotment holders.	Halstead Town Council	Town Council	BDC Ownership (Leased to Town Council)
						12 people have no preference and are on the waiting list for either A, B, C, D or E			
Halstead Trinity	Halstead		B. Mitchell Avenue (GSS Map Ref:- 70786)	56	9		None given	Town Council	Town Council (Deeds not seen)
Hatfield Peverel and Terling	Fairstead	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL							
	Faulkbourne	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL							
	Hatfield Peverel	hops.beside.crowd (New Site) blitz.devise.paper (Old Site) Church Road TL 79259 11222 (new site) and TL 79762 11121 (old site)	Two allotment sites at Church Road (GSS Map Ref:- 70218 & 70220)	180	Unknown	Provision of additional & larger water access tanks (complete with stopcocks) on both sites. Provision of lockable shipping container to store and protect trailer/ mowers/ rotovators etc on new site. (subject to planning requirements). Acquisition of land for expansion including possible purchase of land of existing sites. Upgrade security and reduce maintenance by replacing current perimeter wooden fence post system with steel posts and security wire at new site.	Parish Council and Allotment Association	Parish Council	Hatfield Peverel Parish Council/ Strutt & Parker (or successor in title)
	Terling	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - would like to meet the demand for allotments.							
	White Notley		Vicarage Avenue Allotments, Vicarage Avenue, CM8 1SB (GSS Map Ref:- 70383)	17	132		None given	BDC Parks and Open Spaces leased to Parish Council	BDC Ownership
		Allotments (8) (70359)	Unknown	Unknown	Improve seating, central composting areas, parking and landscaping. Provide additional allotments plots.	Public consultation	Parish Council	Not in public ownership	
Hedingham	Castle Hedingham	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - A site to be identified, support from parishioners but no waiting list in place.							
	Sible Hedingham	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - Purchase of land to provide allotments.							

Ward	Parish	3Words / TL	Location (ref GSS map)	No. Plots (total)	Waiting List (no. of people waiting)	Improvements Required (to allotments)	Record (of public input)	Source (of entry)	Ownership (of relevant land)
Kelvedon and Feering	Feering		Land at The Green between Coggeshall Road and London Road W3W Ref: chart.gagging.swatting	4		Improvement and provision of amenities and utilities to the site including sustainable access to water. <b>Leasing adjacent land to create additional plots. Install a piped water source.</b>		Community Survey	Parish Council
			To be identified <b>including Feering Strategic Growth Location Land</b>			Provision of allotments	<b>BDC's Local Plan paragraph 5.23</b> details that any new development with an additional 250+ homes will require allotment provision.	Feering Parish Council and Kelvedon Parish Council	Crown Estates
	Kelvedon		Stoney Flint Allotments, Church Street, Kelvedon	92	waiting list	Access to and from the site, secure storage for allotment equipment and supplies , allotment association maintenance equipment, improve compost storage, improve water supply and large communal polytunnel.	None given	Parish Council	Chelmsford Diocese, leased to Kelvedon Parish Council
Rayne	Bardfield Sailing	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL							
	Great Sailing	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - purchase of land to provide allotments, support from local residents.							
	Rayne		Duckend Green, Shalford Road (GSS Map Ref:- 70276)	5 (large plots that could be split into more)	See Shalford Road allotments below	Major scrub removal and a water supply.	Rayne Allotment and Garden Association	Parish Council	The Chelmsford Diocese, leased to the Rayne Allotment and Garden Association (Deeds not seen)
		Shalford Road (west of the Village Green) (GSS Map Ref:- 70280)	72	7 from the Rayne church electoral area which is slightly larger than the parish area and 7 from outside this area	nil	Rayne Allotment and Garden Association	Parish Council	The Chelmsford Diocese, leased to the Rayne Allotment and Garden Association (Deeds not seen)	
Silver End and Cressing	Cressing	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL							
	Rivenhall		Behind Henry Dixon Hall, Rivenhall End	Unknown	Unknown	nil	None given	Parish Council	Charity
	Silver End		Silver Street Allotments (Site 1), Silver Street, CM8 3QG (Gss Map Ref:- 70320)	12	166 (waiting for either site)	Parish Council looking for new sites where allotments could be made.	Noted by PC	Parish Council	
			Silver Street Allotments (Site 2), Silver Street, CM8 3QG (Gss Map Ref:- 70320)	17		None given	BDC Parks and Open Spaces	BDC Ownership	

Ward	Parish	3Words / TL	Location (ref GSS map)	No. Plots (total)	Waiting List (no. of people waiting)	Improvements Required (to allotments)	Record (of public input)	Source (of entry)	Ownership (of relevant land)	
Stour Valley North	Ashen					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Belchamp Otten					2 ALLOTMENTS - Privately owned.				
	Belchamp St. Paul					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Belchamp Walter					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Borley					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Foxearth					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Liston					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Little Yeldham					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Ovington					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Pentlow					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Ridgewell				5 full - 7 half	0		None given	Parish Council	Essex County Council
	Tilbury Juxta Clare						NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL			
Stour Valley South	Alphamstone					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Bulmer		Turnpike Allotments (70038)	25	0	Add land drainage and improvement of water supply - following public consultation. Replacement entrance gate.		Parish Council	Not in public ownership	
	Bures Hamlet		Lamarsh Hill (GSS Map Ref:- 70042)	Unknown	Unknown	Running water and a secure entrance gate.	None given	Parish Council	Bures St Mary Parochial Church (Deeds not seen)	
			The Croft + footpath			The footpath is in need of repair, it is used by visitors of the scout hut and allotments.	None given	Parish Council	Not in public ownership	
	Gestingthorpe					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - provision of allotments within the village encouraged.				
	Great Henny					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Lamarsh					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Little Henny					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Middleton					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Twinstead					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	Wickham St. Paul					NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
	The Colnes	Colne Engaine		(GSS Map Ref:- 70092)	22	3	nil	None given	Parish Council	Unknown
Earls Colne			New House Road	66	0	Upgrade general areas and fencing. Installation of a composting Toilet.Waste bins.	None given	Parish Council	Parish Council	
			Queens Road (50131)	11	0	General landscape improvements and repairs to wall to south side.Upgrade general areas and fencing. Installation of a composting Toilet.Waste bins.	None given	Parish Council	Parish Council (Deeds not seen)	
Pebmarsh						NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL				
White Colne			White Colne Meadows (50988)	Unknown	Unknown	Return allotments to open space and provide new fencing.	None given	Parish Council	Parish Council	
			White Colne Allotments (70135)	23	0	Replacement of allotment fencing, rabbit fencing, water tank, gate and posts.	None given	Parish Council	Parish Council	

Ward	Parish	3Words / TL	Location (ref GSS map)	No. Plots (total)	Waiting List (no. of people waiting)	Improvements Required (to allotments)	Record (of public input)	Source (of entry)	Ownership (of relevant land)
Three Fields	Finchingfield	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL							
	Great Bardfield		Land off High Street	Unknown	Unknown	To improve fencing to the area to support users in their endeavour to protect the planted areas and the creation of a village orchard	None given	Parish Council	Private ownership
			Vine Street	Unknown	Unknown	nil	None given	Parish Council	Unknown
	Panfield		Adj to John Barr Playing Fields, Queens Gardens CM7 5AH	19	+3 un-rented plots	Addition of a lockable water mains standpipe, creation of a complete and secure fenced perimeter and provision of a lockable storage and shelter facility for allotment holders. Creation of community seating / planting area. Extra allotment plots.	None given	Parish Council	Leased to Parish Council from BDC
			Queens Gardens, Panfield, CM7 5AH	Unknown	Unknown	Improvements/extension to fence protecting allotments.	None given	BDC Parks and Open Spaces	Greenfields Community Housing
	Shalford		Cliff Field						
Wethersfield	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL								
Witham Central	Witham	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - provision of allotments required.							
Witham North	Witham		Forest Road Frontage including allotments (North of Motts Lane & Cut Throat Lane)			Access, fencing, seating, signage, litter/dog waste bins and landscaping.	None given		BDC Ownership
			Cut Throat Lane Allotments	109	125 waiting in total	Improvement to communal paths - Installation of raised gardening beds and improvements to parking area		Town Council	Witham Town Council
Witham South	Witham	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - provision of allotments required.							
Witham West	Witham	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - provision of allotments required.							
			Land between Teign Drive and Blunts Hall Road			Suggested site for provision of allotments			
Yeldham	Great Yeldham	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL - purchase land from private ownership for provision of allotments. Taken from Parish Plan.							
	Stambourne	NO DETAILS PROVIDED ABOUT ALLOTMENTS BY THE PARISH COUNCIL							
	Toppesfield		The Causeway, Toppesfield	18	0		None given	Parish Council	Private Ownership

<b>Report Title:</b> Strategic Risk Register	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 <sup>th</sup> March 2024	<b>For:</b> Decision
<b>Key Decision:</b> No	<b>Decision Planner Ref No:</b> DP/2023/76
<b>Report Presented by:</b> Councillor Kevin Bowers, Cabinet Member for Resources and Performance	
<b>Enquiries to:</b> Angie Mitchell, Audit, Insurance and Fraud Manager <a href="mailto:angie.mitchell@braintree.gov.uk">angie.mitchell@braintree.gov.uk</a>	

**1. Purpose of the Report**

- 1.1 To approve the updated Strategic Risk Register for Braintree District Council (the Council).

**2. Recommendations**

- 2.1 Cabinet to approve the updated Strategic Risk Register and Management Action plans, for managing the high rated risks, as detailed in Appendix 1.

**3. Summary of Issues**

- 3.1 The purpose of risk management is to effectively manage threats and leverage opportunities to achieve the Council's objectives. Risk management is not about eliminating risk or being risk averse, it is about being aware of and managing acceptable risk.
- 3.2 The Strategic Risk Register (the Register) is one part of the Council's overall approach to risk management. Other elements include:
- Operational risk registers
  - Risk registers for major projects
  - Business continuity planning
  - Emergency planning
- 3.3 The Register was previously agreed by Cabinet on 25<sup>th</sup> September 2023, and the aim is to formally review the Register at least twice a year.
- 3.4 The Register has recently been reviewed and updated by Senior Managers and Management Board.
- 3.5 Nine of the eleven previously identified risks remain above the Risk Tolerance Line (see Appendix 1) and therefore require active risk

management. The Register identifies current controls and additional actions required to mitigate risks.

3.6 A new risk relating to Landscape Services has been added to the Strategic Risk Register. The escalation of this risk from the service Operational Risk Register reflects an increase in tree related risks combined with a limited capacity to manage those risks, with potential impacts on both the residents and the Council.

3.7 The recommendations set out in this report will help the Council to deliver the following Corporate Objectives:

- A sustainable environment and a great place to live, work and play;
- 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;
- Residents live well in healthy and resilient communities where residents feel supported;
- A high performing organisation that delivers excellent and value for money services;
- Delivering better outcomes for residents and businesses and reducing costs to taxpayers.

3.8 The risks identified in the Register impact on all Corporate Priorities.

#### **4. Options**

4.1 The report invites Cabinet to approve the updated Register. As part of their consideration Cabinet may determine that further amendments are required.

#### **5. Next Steps**

5.1 The approved Strategic Risk Register will be reported to the Governance and Audit Committee at its meeting on 17<sup>th</sup> April 2024.

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

6.1 There are no new financial implications arising from this report.

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

7.1 There are no new legal implications arising from this report.

#### **8. Equality and Diversity Implications**

8.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

8.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

8.3 This report will not have a disproportionately adverse impact on any people with a particular characteristic. The Council's processes and approach to equality and diversity are well developed and are not regarded as a risk. Where appropriate, each project arising out of the management of a risk will consider and Equality Impact Assessment where appropriate.

## **9. List of Appendices**

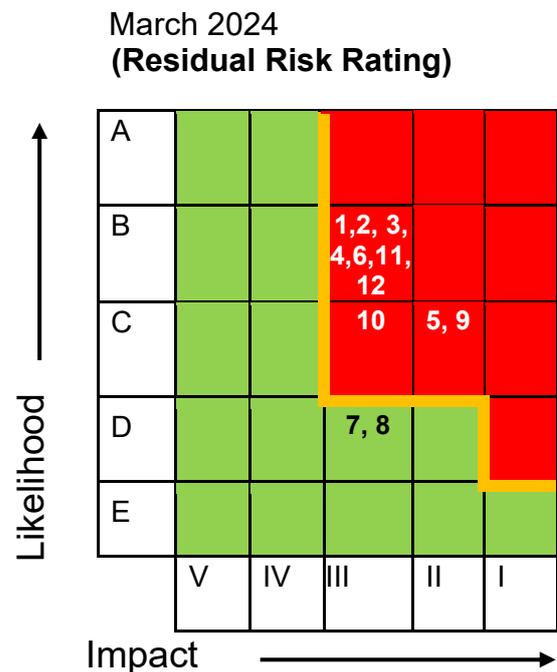
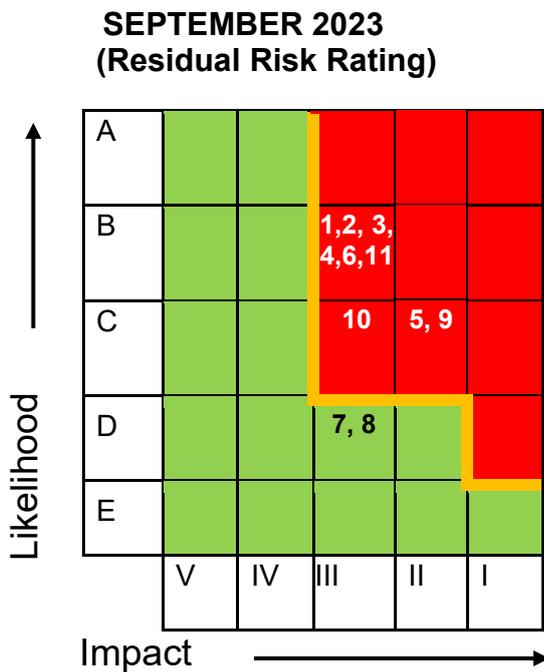
9.1 **Appendix 1** – Strategic Risk Register

## **10. Background Papers**

10.1 Risk Management Policy and Strategy and updated Strategic Risk Register report to report Cabinet 25<sup>th</sup> September 2023 – agenda item 10  
[Document.ashx \(cmis.uk.com\)](https://cmis.uk.com/Document.ashx)

STRATEGIC RISK PROFILE

(Last reviewed by Members via Cabinet September 2023)



<b>Likelihood:</b> A – Very High B – High C – Significant D – Low E – Almost impossible	<b>Impact:</b> I – Catastrophic II – Critical III - Significant IV – Marginal V – Negligible
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Risk 1: Medium Term Financial Strategy Risk 2: Economic Development Risk 3: Planning Risk 4: Community Resilience Risk 5: Service and project Delivery Risk 6: Affordable Housing & Homelessness Risk 7: Return on Investments Risk 8: Emergency Planning Risk 9: Information Management & Cyber Security Risk 10: Major Capital Programme ( <i>formerly Strategic Investment</i> ) Risk 11: Climate Change Risk 12: Landscape Services ( <i>new Jan 2024</i> )
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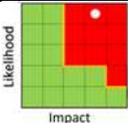
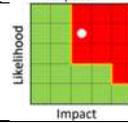
RISK APPETITE	DESCRIPTION
<b>Averse</b>	Avoiding risk is key objective – activities undertaken will be only those considered to carry virtually no inherent risk
<b>Cautious</b>	Safe options with low residual risk – accept some risk where potential benefit is significant. Activity may carry higher inherent risk, but this is deemed controllable to a large extent
<b>Innovative</b>	Innovative, options with greater uncertainty. Potential benefit may be higher, but activity carries high residual risk

**Risk 1. Medium term Financial Strategy & Financial Resilience**

The Council is unable to set a balanced budget without impacting significantly on service delivery and performance and have a deliverable financial strategy over the medium term.

**Risk Owner:** Corporate Director (SB) **Cabinet Member Owner:** Cllr Kevin Bowers

**Corporate Priorities:** A balanced budget is essential to enable delivery of **all priorities**

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	Very High	Critical		Cautious
<b>Residual Risk Rating</b>	High	Significant		
<b>Direction of Travel</b>				
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>	
<p>Significant short/ medium term impact of pay and price inflation and a higher interest rate environment. Global supply chain impacted by the ongoing war in Ukraine and the conflict in the Middle East. Geo-political and economic outlook remains volatile.</p> <p>Cost of living crisis and risk of economic downturn impact on the finances of residents and businesses.</p> <p>The absence of a multi-year finance settlement with central government and allocation of one-off grants makes future financial planning very difficult and without much degree of certainty over grants and retained business rates. Whilst government have recently signalled a move to simplify funding streams there are still several programmes that are subject to bidding rounds. Late grant allocations with conditions containing 'hard' deadlines risks not being able to maximise use of funding where reliant on third parties.</p> <p>Future reforms of Local Government Finance system and potential impact on medium-longer term finances.</p> <p>Autum Statement 2023, set out a future outlook for public sector finances that raises the risk over future funding cuts to non-priority/ un-protected departments which cascades through to local authorities and particularly those authorities not responsible for adult and children services.</p> <p>Changes in demand for property and/ or ability of tenants to meet lease obligations.</p> <p>Funding arrangements with third parties &amp; partners who are experiencing their own financial pressures with the risk to either changes or withdrawal of their level of contributions or an inability to meet contractual obligations.</p> <p>Future capital receipts are subject to demand or decisions on planning or other triggers exercised by third parties.</p> <p>Legislative changes e.g., Waste reforms and planning reforms</p>			<ul style="list-style-type: none"> <li>- Income falls across multiple streams leading to shortfall in budget and ability to fund ongoing services.</li> <li>- Collection rates for Council Tax and Business Rates impacted. Income from business rate effected by rating appeals.</li> <li>- Increased credit loss risk due to non-collection of debt.</li> <li>- Assumptions made in the Medium-Term Financial Strategy (MTFS) are found to be incorrect. Pay and other expenditure increases above levels provided in budgets leading to overspends and/ or unplanned cuts in services or use of balances.</li> <li>- Reduction in government funding and a reset to business rate retention reducing income gains from accumulated growth.</li> <li>- Restricted ability to invest for the long-term through capital to either maintain asset base or meet the Councils priorities and aspirations.</li> <li>- Unplanned increase in borrowing impacting adversely on the revenue account through higher financing charges.</li> <li>- Need to instigate recovery plans at short notice leading to unplanned savings and impact on services.</li> </ul>	

<p>Audit of prior year accounts have been delayed meaning that assurance has not been confirmed by the external auditor on the 2019/20, 2020/21, 2021/22 and 2022/23 accounts.</p> <p>Plans to address financial shortfall over the medium-term do not deliver the savings or additional income required or at the pace required.</p>	<ul style="list-style-type: none"> <li>- Changes to usable resources that have been taken into account for financial planning &amp; budget due to changes required post-audit.</li> <li>- Unplanned use of reserves &amp; balances impacting on resilience &amp; ability to invest reserves as intended.</li> <li>- Unable to set balanced budget – Section 151 Officer must issue S114 Notice. Potential trigger for government intervention.</li> </ul>
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**Current Controls:**

- Annual rolling review of MTFS updating the current and 3-year horizon. Assumptions are kept under review and sensitivity analysis of key variables.
- Annual review and in-year monitoring of reserves.
- In-year budget monitoring and forecasting at regular intervals reported to Management Board and the Cabinet. Review includes progress against achieving savings reflected in budget.
- The Authority has demonstrated in the past that Corporate Management & Members will implement corrective recovery action when necessary to ensure spending is brought into line with Budget.
- Minimum balances level increased to £3m as part of the 2023/24 budget process. Current balances exceed this level.
- Earmarked reserves set aside in addition to general balances to help mitigate risks from fluctuations in income from business rates, recycling material, and treasury management, and service delivery.
- A developing strategy on meeting the projected funding shortfall estimated in the MTFS over the medium-term through the 'Fit for the Future' transformation programme and the Investment & Development Programme (IDP).
- Monitoring financial viability of key contract partners and commercial property tenants.
- Monitoring of the disposal of assets and other capital receipts against planned timescale for receipt of sale proceeds.
- New Homes Bonus and gain share from Business Rate Pooling are currently not being used to support base budget, but instead investment.
- Development of capital plans in accordance with the Capital Strategy with full financial appraisal and revenue implications. Oversight through a Capital Programme Board.
- Horizon scanning of government announcements concerning Local Government Finance and participate in any consultations

**EFFECTIVENESS OF CONTROLS:** Completely effective

**Additional Actions Required**

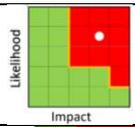
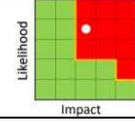
- Corporate Director & Section 151 Officer**
- Work with other Essex authorities and Local Government representative bodies to lobby Central Government for resources and greater certainty for financial planning.
  - 
  - Develop strategy to deal with potential for DLUHC not continuing with statutory regulations mitigating accounting requirement for long-term pooled fund investments.
  - Develop & embed transformation agenda across the Authority linked to achievable targets for savings/ additional income
  - Agree new Reserves Policy

**Risk 2. Economic Growth**

International socio/political and economic disruption continues to impact on the UK national economy, caused by particular situations of inter and intra-national conflict and crisis that are impacting on world financial markets and supply chains. The national UK economic landscape itself remains unpredictable with a weak economy suffering from low growth and high inflation at a time when the economy continues to recover from the recent impacts of the Covid pandemic and the UK's exit from the EU. All of the above factors will continue to impact on the Braintree District economy, potentially impacting on the competitiveness and viability of some businesses, with downstream impacts on the employment of residents and their quality of life.

**Risk Owner:** Corporate Director (DC)      **Cabinet Member Owner:** Cllr Frankie Ricci

**Link to Corporate Priorities:** Connecting People and Places / Promoting Prosperity

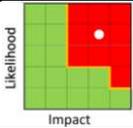
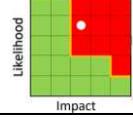
RISK SCORE		Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	High		<b>Critical</b>		<b>Cautious</b>
<b>Residual Risk Rating</b>	High		<b>Significant</b>		
<b>Direction of Travel</b>				:	
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>		
<p>Slow growth in the national economy and the risk of recession                      Inflation rises on the cost of materials and staffing.                      Energy cost rises which have increased businesses operating costs and impacted on profitability.                      Lack of workforce available with the right skills.</p>			<ul style="list-style-type: none"> <li>- If the growth of the District economy is reduced then this could lead to job losses, company closures and a reduction in the standard of living for residents of the District as well as loss of livelihoods for business owners.</li> <li>- Business rates collection less than anticipated.</li> </ul>		
<b>Current Controls:</b>					
<p>The Economic Growth Strategy 2023 was agreed in March 2023 with an action plan of projects which are currently being delivered.</p> <p>The Council is the host of the North Essex Economic Board (NEEB), a partnership of 9 local authorities working together to deliver economic growth support to businesses and residents. A NEEB strategy has been approved in 2023 and an action plan has been agreed.</p> <p>BDC are delivering a business support programme funded by the Shared Prosperity Fund (SPF) within the District in 2023 and 2024 delivering support for sole traders, green skills and digital skills.</p> <p>BDC are also working with partners through NEEB to deliver a coordinated business support programme across North Essex also funded via the SPF.</p> <p>Braintree business newsletter with over 3000 subscribers and closed Facebook page for businesses to network and share opportunities and best practice. Economic Growth team are delivering business networking events every quarter to broker and signpost support and advice.</p> <p>BDC has launched a grant funding round of the Rural England Prosperity Fund (REPF) to support businesses in rural areas of the district offering grants of £50,000.</p> <p>Strong working relationships exist with skills providers, Department for Works and Pensions (DWP), Federation of Small Businesses (FSB) and other stakeholders working to support business and skills development.</p>					
<b>EFFECTIVENESS OF CONTROLS: Completely effective (as far as BDC influence can go)</b>					
<b>Additional Actions Required</b>					
<b>Corporate Director (DC)</b>					
<ul style="list-style-type: none"> <li>- Develop the Locate Braintree District brand and website and promote inward investment marketing campaigns to attract businesses to locate and grow in Braintree District (alongside relevant partners).</li> <li>- Deliver the actions as set out in the BDC Economic Strategy Action Plan.</li> <li>- Deliver the actions as set out in the NEEB strategy action plan.</li> <li>- Work with North Essex partners to find new opportunities to coordinate economic growth support activity.</li> </ul>					

**Risk 3. Planning**

The government continues to suggest and legislate changes to the planning system, in support of delivering a national increase in housing supply. All changes have the potential to impact on the expectations, delivery methods and budgets of the Councils planning service.

**Risk Owner:** Corporate Director (DC)      **Cabinet Member Owner:** Cllr Spray

**Link to Corporate Priorities:** Connecting People and Places / Promoting Prosperity

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	<b>High</b>	<b>Critical</b>		<b>Cautious</b>
<b>Residual Risk Rating</b>	<b>High</b>	<b>Significant</b>		

**Direction of Travel**



**Risk Cause(s)**

The government has made and continues to make changes to the planning system. Before changes are made this leads to uncertainty in the system and difficulty in making decisions. When changes are made, they are often made immediately with no time to plan for implementation.

The Government has announced (December 2023) it intends to make several changes to the current planning system, including:

- Made a multitude of changes to the National Planning Policy Framework.
- Consult on removing the use of Extensions of Time (EoT's) for minor developments and make them exceptional for major developments. If the proposals are confirmed this will severely impact on how the planning team deal with applications and the ability for consultations and negotiations.
- The planning guarantee timescales (the time within which a planning application should be determined) are expected to be reduced, which could mean more applicants asking for refunds if and when decisions have not been issued within certain time limits.
- The government is introducing mandatory Biodiversity Net Gain (BNG) stipulations for major developments in January 2024 and minor developments in April 2024. This will require new skills and take significant resources to deliver.
- Natural England is requiring a full review of the Essex RAMs (Essex Coast Recreational Disturbance Avoidance and Mitigation) Strategy which could significantly increase the amount charged per home or could prevent development altogether.

**Risk Consequence(s)**

That Local Plan making, or decision making is delayed or unsettled by potential future changes to the Planning system.

More applications may be refused if EoT's are no longer allowed with the consequence of more planning appeals being made against council determinations, which may require the Council to spend more money defending its decisions at appeals.

Some planning applications are likely to be of a poorer quality if negotiation time (i.e. EoT's) is removed.

Cost implications of having to refund more planning application fees due to the loss of the planning guarantee.

Not being able to properly implement BNG due to lack of staff expertise or resources.

Charges for RAMs could make development unviable thus impacting on housing delivery numbers.

Natural England could put a block on new development if it believes the impact on protected sites is too great.

**Current Controls:**

**EFFECTIVENESS OF CONTROLS:** Completely effective (as far as BDC influence can go)

## **Additional Actions Required**

### **Corporate Director (DC)**

Continue to lobby government on making sure changes to the planning system deliver what is required. Liaise with groups including PAS (Planning Advisory Service), EPOA (Essex Planning Officers Association), EELGA to lobby for appropriate changes to the system and more resources.

Officers reviewing national changes and implementing required changes to processes and service as appropriate quickly and effectively, including anticipating potential impacts and acting proactively. This includes potential changes of removal of EoT's for most applications.

RAMs working group working with EPOA and Natural England to revise the RAMs evidence base and strategy.

Working across Essex to provide BNG training and have appointed an officer to work on behalf of all authorities to share knowledge and best practice.

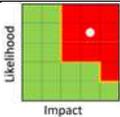
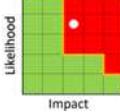
Strong monitoring and management of planning applications to ensure decisions are made and the planning guarantee refund period is not met.

**Risk 4 Community Resilience**

Food and child poverty, health inequalities, lack of skills and lower paid employment exacerbated by cost-of-living crisis and welfare changes mean the Community may not have resilience, leading to increased demand for Council and other Public Sector services.

**Risk Owner:** Corporate Director (CR)      **Cabinet Member Owner:** Cllr Mary Cunningham

**Corporate Priorities:** Supporting our Communities

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	<b>High</b>	<b>Critical</b>		<b>Cautious</b>
<b>Residual Risk Rating</b>	<b>High</b>	<b>Significant</b>		

**Direction of Travel**



**Risk Cause(s)**

Cost of living increases are affecting residents' ability to live financially sustainably without support. The number of residents has increased and the impact on those residents has also increased.

Employment levels are high, but average pay for those who live and work in the district is lower than other areas of Essex.

There is a significant difference in life expectancy and health outcomes for the most and least deprived wards in the district.

People may not take opportunities to live an active lifestyle and will be more susceptible to physical and mental health issues as a result.

There is a growing population of older people in the district who may require increased support.

Charities have been affected financially since the pandemic and are less able to access previous income streams. There are not enough volunteers to enable them to continue in the role that they have been in supporting communities previously. The lack of volunteers is also impacting on the availability of community transport.

The rural nature of the district makes it more difficult for some of our residents to access services.

Some residents have concerns about community safety and crime rates in their area. Community Safety remains a key priority for residents.

**Risk Consequence(s)**

- Demand for services from the Council and other public sector organisations increases which exceed capacity.
- Increased health inequalities.
- Increase in number of households in fuel and food poverty and increase in number of children in poverty.
- People feel more socially isolated and lonely.
- People have an increased risk of suffering from physical or mental health issues.
- Charities are less able to support communities and there are less volunteers.
- Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.

**Current Controls:**

Supporting residents to be healthy and live well working with a range of partners through the Livewell Boards and the Health and Wellbeing Panel.

A Cost-of-Living Partnership group has been created to respond to emerging issues. Braintree District Council is investing £1 million over two years to support residents with issues around cost of living.

Work with Braintree, Halstead, and Witham Citizens Advice (CA); Eastlight Community Housing; and DWP to assist those affected by income and welfare changes. We have a Community Employment Support Officer who is working to support those with barriers to employment. Funded by DWP but embedded in BDC to ensure support can be given to those who most need it.

Key partnerships exist across public sector and the community and voluntary sector to support community and population issues, including:

- Community Safety Partnership
- Health and Wellbeing Board
- Local Cultural Education Partnership

BDC's Councillors' Community Grant Fund Programme continues in 23/24. BDC Grant Funding continues to be provided to Community360 to help support the voluntary sector and also the CA to provide advice.

The Braintree District and Eastlight Community Fund provides grants totalling approx. £100,000 annually to projects that help improve health and well-being, increase aspirations and opportunities, or develop skills through training.

Our Health and Wellbeing Board continues to deliver a range of projects to support people to LiveWell across the district, tackling priority areas of health. There are specific sub-groups to deal with key issues, including:

- Mental Health Forum
- Dementia Action Alliance
- Social Isolation and Loneliness Forum
- Active Braintree Network
- Holiday Hunger & School Holiday activities

Our Community Safety Partnership delivers an annual plan to respond to current and emerging priorities in order to reduce crime and disorder.

The Council is in the second year of our levelling up programme, part funded by the Shared Prosperity Fund and Rural England Prosperity Fund.

#### **EFFECTIVENESS OF CONTROLS: partially effective**

##### **Additional Actions Required**

Ensure continued work with the Health and Wellbeing Panel and other partners to identify and respond to community needs.

Continue to provide regular updates on activity to support residents through cost-of-living issues.

Regular reviews of the impact the welfare changes are having on those affected by reforms and work with key partners.

Support Community 360 to provide assistance to charities and community groups across the district.

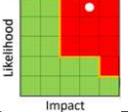
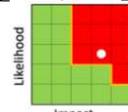
The Council is working with key partners to respond to the levelling up white paper and key missions. This will seek to tackle a number of highlighted vulnerabilities and triggers identified in the community resilience risk.

**Risk 5: Service and Project Delivery**

The organisation is unable to deliver services or projects either due to unavailability of staff or inability to fill key roles or lack of access to digital/traditional infrastructure

**Risk Owner:** Corporate Director (SB)      **Cabinet Member Owner:** Cllr Kevin Bowers

**Corporate Priorities:** Delivering and Innovating

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	<i>Very High</i>	<i>Critical</i>		<b>Cautious</b>
<b>Residual Risk Rating</b>	<i>Significant</i>	<i>Critical</i>		
<b>Direction of Travel</b>				
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>	
<ul style="list-style-type: none"> <li>- Access to key technological systems is either limited or removed through systems failures, cyber-attacks, provider failures, failure of digital infrastructure or similar</li> <li>- Staff are unable to access key delivery locations or to provide services due to restricted or denied access to traditional infrastructure such as buildings, roads, public transport or electrical, energy and fuel supplies</li> <li>- Key operational assets are unavailable either through failures in procurement, crime or other events that restricts or denies organisation the ability to deliver services</li> <li>- Significant numbers of staff or key individuals are unable to work due to widespread sickness as a result of a pandemic</li> <li>- Inability to recruit to roles due to highly competitive labour market and decreased offer and desirability of the sector</li> <li>- Failure of third parties such as providers, suppliers or partners, to deliver current services/products or at current service levels or at budgeted prices</li> <li>- Failure to meet regulatory or legislative requirements resulting in an incident requiring response</li> <li>- Major incident occurs requiring a significant amount of BDC resource to make a response</li> <li>- Corporate and additional projects resourcing requirements conflict with the delivery of BAU</li> <li>- Industrial action restricts availability of significant numbers, key individuals impacting on service delivery</li> </ul>			<ul style="list-style-type: none"> <li>- Services delivery is reduced or halted for a period of time that begins to have a significant impact on safety or wellbeing of citizens or employees</li> <li>- Service delivery is reduced or halted for a period of time that begins to have a significant impact on the quality of life in the district</li> <li>- Service delivery is reduced or halted for a period of time that begins to have a significant impact on the reputation of the organisation</li> <li>- Projects are unable to be delivered or suffer from material or significant delay, therefore delaying delivery of outputs and outcomes and potentially increasing costs</li> <li>- Supply chain issues increase costs of projects making them unviable or reducing the cost/benefit ratio</li> <li>- Statutory or regulatory requirements are not delivered resulting in punitive action by regulators</li> <li>- Organisational priorities are not delivered</li> <li>- Sickness levels increase and morale decreases</li> </ul>	
<b>Current Controls:</b>				
<ul style="list-style-type: none"> <li>- People strategy and workforce development plans</li> <li>- Workforce planning and succession planning included in business plans</li> <li>- Flexible approach to recruitment, including the provision of market supplements when and where appropriate</li> <li>- Support arrangements including mental health first aiders, employee assistance programme and wellness at work programme in place</li> <li>- Sickness management process in place and managers supported by HR</li> <li>- Employee benefit scheme in place including childcare vouchers, reward scheme etc.</li> <li>- Cyber security measures in place including training of users</li> <li>- Regular server and workstation upgrades and ensuring latest version of software is used</li> <li>- Disaster recovery plan, including emergency generator, independent resilient network, alternative accommodation identification</li> </ul>				

- Business continuity plans in place, tested through planned exercise
- Mandatory training in place to ensure all staff understand regulatory and statutory requirements
- Transformation Reserve in place to support resources required to delivery transformation
- Planning for potential different service delivery models for key contracts
- Effective learning and development opportunities to support and train existing staff into technical roles

**EFFECTIVENESS OF CONTROLS:** Completely effective

#### **Additional Actions Required**

##### **Corporate Director (SB)**

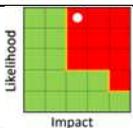
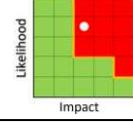
- Development and delivery of Transformation Programme. Shared Service element has a key outcome of improved staffing resilience so will play key role in addressing this risk. Other elements of Transformation programme should also be designed to address this risk
- Development of Transformation Programme to include a comprehensive resource plan including requirements for backfill and third-party support
- Further consideration of potential short-term impacts of climate change on service and project delivery and what adaptations are needed to address

**Risk 6: Affordable Housing & Homelessness**

The Council is unable to balance the demand for accommodation with the supply, so that increasing numbers of households require homelessness assistance

**Risk Owner:** Corporate Director (CR) **Cabinet Member Owner:** Cllr Lynette Bowers-Flint

**Corporate Priorities:** Connecting People and Places / Supporting Our Communities

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	<b>Very High</b>	<b>Significant</b>		<b>Cautious</b>
<b>Residual Risk Rating</b>	<b>High</b>	<b>Significant</b>		
<b>Direction of Travel</b>				
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>	
<p><u>Local / UK Domestic Factors:</u></p> <ul style="list-style-type: none"> <li>- Mortgage rate rises: increase in number of repossessions and buy-to-let landlords raising rents to mitigate their increased costs.</li> <li>- Impact of the increase in cost of living: households, particularly in the Private Rented Sector (PRS) experiencing affordability issues</li> <li>- Freeze in Local Housing Allowance Rates: increasing the gap between actual rent and the benefit support available.</li> <li>- Reduced PRS availability and resulting increased market competition: reduced opportunity to relieve homelessness through offer of accommodation in PRS market.</li> <li>- Renters (Reform) Bill: PRS Landlords exiting the market.</li> <li>- Increase in 'County Line' and other gang-related activity</li> <li>- Increased competition for hotels: households placed further afield.</li> <li>- Continued impact of the pandemic: increase in number of people presenting with mental health needs.</li> <li>- Delayed delivery of final stage of Rough Sleeper pathway: Residents of first stage accommodation are unable to move on, therefore the accommodation does not become available for other individuals or residents are asked to vacate without suitable alternative accommodation, leading to potential return to rough sleeping.</li> </ul> <p><u>Assistance to Persons from Overseas:</u></p> <ul style="list-style-type: none"> <li>- Breakdown in arrangements for households in the District providing accommodation to Ukraine nationals</li> <li>- Potential pressure from resettlement of Afghan households from bridging hotels.</li> <li>- Potential for households to be larger in size, therefore more challenging to rehouse.</li> <li>- Potential additional pressure from the asylum dispersal programme</li> <li>- Potential additional pressure from the use of Wethersfield air base as an asylum centre: if asylum decisions issued whilst applicants are at Wethersfield, there is potential for BDC to receive applications for Housing Assistance. Where applications are from healthy single people with no priority need, it may lead to an increase in rough sleepers.</li> </ul>			<p><u>Increased demand for services and accommodation:</u></p> <ul style="list-style-type: none"> <li>- Increase in number of households, including priority households, threatened with homelessness, or awaiting social housing.</li> <li>- Increased time spent in temporary accommodation and, therefore, more units required</li> <li>- Potential increase in rough sleepers</li> </ul> <p><u>Impact on service costs and service provision:</u></p> <ul style="list-style-type: none"> <li>- Increase in agency / temporary staffing, and recruitment costs.</li> <li>- Increased demand for, and reduced ability to provide services and resulting increased pressure on staff.</li> <li>- Increase in numbers of customer enquiries and complaints.</li> <li>- Increased cost pressure on the Housing Benefits budget.</li> </ul>	

Changes to BDC Staffing and Responsibilities:

- Increased homelessness duties arising from the Domestic Abuse Act: increasing the number of priority need households waiting for social housing
- Staff retention: additional pressures in the sector causing staff to elect to change their career leading to increase in use of agency staff and associated costs, increased cost of recruitment, and more officer time spent liaising with agencies/interviewing/training. Gaps in service provision
- Staff recruitment: increased competition for staff within the sector leading to recruitment challenges
- Housing Assessment Team Manager role reduction of 2 days / week
- Capacity issues and lack of resilience during absences adds to pressure on remaining staff and increases likelihood that staff will leave

Partner Changes Impacting BDC Ability to Deliver:

- Staff turnover within Eastlight Community Homes: impacts on established working relationships and procedures

**Current Controls:**

- The Council has recruited to the following posts:
  - 2-year post to investigate empty homes and access to the Private Rented Sector
  - Health & Wellbeing post
  - Cost of Living post
  - Ukraine Resettlement Officer
- New Healthy Housing Strategy was adopted in 2023 – the focus on maximising the number of affordable homes brought on-stream, developing a private rented sector ‘offer’ and addressing the number of empty homes will all ensure that housing opportunities for residents are optimised.
- Registered Provider Forum established - Enables partners to discuss issues of concern and develop a consistent and appropriate response, e.g., to damp/mould/condensation
- Improvement achieved in the balance between inward and outward migration through Gateway to Homechoice.

**EFFECTIVENESS OF CONTROLS: Partially effective**

**Additional Actions Required**

**Corporate Director (CR)**

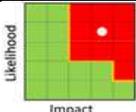
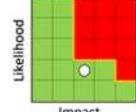
- The Council is planning to recruit an Assistant Housing Operations Manager (interviews 22/08/23)
- Housing Options Triage role (additional 2 days / week on 12-month contract whilst the permanent post holder is on a career break) – contract pending 07/23
- Housing Apprentice – contract pending 07/23
- The Homelessness & Rough Sleeping Strategy (2018-2023) is currently under review to develop an Action Plan with increased focus on homelessness prevention.
- Additional resources available via the Homelessness Prevention Grant top up of £194k (grant conditions apply) – research is currently being undertaken to determine how best to utilise these additional resources.
- Maximise use of available funding through Homes for Ukraine and Asylum Dispersal schemes

**Risk 7. Return on Investments**

The Council is not able to optimise its return on its financial or property investments or suffers financial loss.

**Risk Owner:** Corporate Director (SB) **Cabinet Member Owner:** Cllr Kevin Bowers

**Corporate Priority:** Delivering and Innovating

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
Inherent Risk Rating	High	Critical		Cautious
Residual Risk Rating	Low	Significant		
Direction of Travel				
Risk Cause(s)			Risk Consequence(s)	
<ul style="list-style-type: none"> <li>- Economic &amp; financial market conditions impacting on investment returns and market values.</li> <li>- Cost of living crisis and potential impact on commercial property tenants</li> <li>- Liquidity requirements of the Council are subject to forecast future incoming / outgoing revenue and capital cashflows.</li> <li>- Increased exposure to property and reliance on rental income for the base budget through expansion of portfolio by the strategic investment programme.</li> <li>- Change in property trends reducing demand for certain property types from prospective tenants.</li> <li>- Tightening regulatory framework from HM Treasury/ Department for Levelling Up, Housing &amp; Communities (DLUHC) and the Chartered Institute of Public Finance and Accountancy (CIPFA).</li> <li>- DLUHC do not extend statutory regulations that mean changes in fair value of pooled funds is accounted for through unusable reserves protecting the General Fund revenue account from volatile changes in market values beyond 31.3.25.</li> <li>- Significant lease arrangement for Mayland House due to expire Jan 2028</li> </ul>			<ul style="list-style-type: none"> <li>- Reduction or loss of income impacting on the General Fund revenue account resulting in unplanned savings or changes to services.</li> <li>- Impairment loss from failure of a counterparty to a financial investment which needs be met from the General Fund.</li> <li>- Requirement to take back management of property assets and look for alternative tenant.</li> <li>- Forced renewal of lease terms from tenants entering Creditor Voluntary Arrangement.</li> <li>- Property cannot be re-let without significant expenditure or not at all.</li> <li>- Divestment of funds resulting in loss of principal invested.</li> <li>- Suspension of trading in funds due to market conditions preventing the Council to access funds.</li> <li>- Adverse impact on the Council's reputation.</li> <li>- Alternative investments do not provide comparative returns leading to income shortfall against budget/ MTFS.</li> <li>- Changes in the fair value of pooled funds are required to be taken into account for budgeting &amp; council tax setting purposes leading to increased volatility and uncertainty in financial planning</li> </ul>	
<b>Current Controls:</b>				
<ul style="list-style-type: none"> <li>- Capital and Investment Strategy and Treasury Management Strategy are in place in accordance with CIPFA Codes of Practice and Government Statutory Guidance</li> <li>- Treasury Management Practices (TMPs) that set out how the Council manages the inherent risks within its treasury management activities on day-to-day basis.</li> </ul>				

- Expert advice procured through contract with Arlingclose to provide advice on treasury management including credit worthiness advice and monitoring of the Council's pooled fund investments.
- Treasury Management reserve
- Maintenance of short-term (daily) and medium/ long-term cashflow forecasts to manage daily liquidity and projection of future investment balances available or requirements for borrowing (including conversion of internal borrowing to external debt).
- Portfolio diversification and limits on investment types of investment, duration, and counterparties.
- Pro-active asset management of the commercial property portfolio & lease/ tenant arrangements.

**EFFECTIVENESS OF CONTROLS:** Completely effective

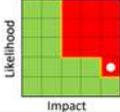
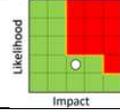
**Additional Actions Required**

**Corporate Director (SB) and S151 Officer**

- Continue to develop the Capital and Treasury Management Strategy in line with evolving regulatory and professional code requirements.
- Consider implications and options for the potential removal of statutory regulations on accounting for changes in fair value of pooled fund investments. This to consider current and future investments, including whether volatility and risk can be managed without detriment to service delivery and sustainability, while complying with proper accounting practices.

**Corporate Director (DC)**

- Commission a new Asset Management Strategy – funding allocated in the 2024-25
- To seek agreement on recommended outcomes from Mayland House review.
- Continue to review major leases within the portfolio and consider future options/ scenarios.

<b>Risk 8. Emergency Planning</b>				
The Council is unable to respond to an emergency as required under the Civil Contingencies Act 2004				
<b>Risk Owner:</b> Corporate Director (CR) <b>Cabinet Member Owner:</b> Cllr Graham Butland				
<b>Corporate Priorities:</b> Supporting Our Communities				
<b>RISK SCORE</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>	<b>Risk Appetite</b>
<b>Inherent Risk Rating</b>	Low likelihood	Catastrophic Impact		Averse
<b>Residual Risk Rating</b>	Low likelihood	Significant impact		
<b>Direction of Travel</b>				
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>	
<ul style="list-style-type: none"> <li>- Emergency event both response and recovery</li> <li>- New roles and legislative powers that require enactment and management</li> <li>- Braintree District Council has responsibilities under the Civil Contingencies Act (CCA) 2004 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, and plan and exercise for emergencies as well as undertake business continuity management.</li> <li>- BDC does not have the resources to respond effectively to the Emergency and continue to deliver services.</li> <li>- The COVID pandemic has added an extra dimension as it cannot be responded to in the same way as previous emergency planning issues. This is due to the long-term nature and progression of the pandemic.</li> </ul>			<p><b>District Wide</b></p> <ul style="list-style-type: none"> <li>- Possible loss of life or serious harm or injury to residents and/or staff.</li> <li>- Loss of physical assets e.g., premises.</li> <li>- Ineffective response to an incident causes extended disruption.</li> <li>- Vulnerable residents at risk through lack of core service delivery.</li> <li>- Delays/perceived shortfall in Council's response in recovery phase.</li> </ul> <p><b>Council</b></p> <ul style="list-style-type: none"> <li>- Lack of preparedness results in the inability to identify and deliver key/critical services e.g., benefits, refuse collection, homelessness applications, food inspections, etc.</li> <li>- Increased short term demand for services e.g., housing - alternative accommodation, repairs, waste team clean-up operation.</li> <li>- Major impact on reputation if the Council is perceived to not provide an adequate response.</li> <li>- Council facing Public Inquiry – risk of cost, reputation and public trust.</li> <li>- Priorities and projects are not delivered.</li> <li>- Being found wanting at public inquiry.</li> </ul>	
<b>Current Controls:</b>				
<ul style="list-style-type: none"> <li>- A robust, peer reviewed Emergency Plan and Recovery Plan have been developed.</li> <li>- The new Recovery Plan improves the Council's ability to support the community following an incident.</li> <li>- Communications &amp; Media plan.</li> <li>- A Members' Protocol has been produced setting out guidance for Members during an emergency.</li> <li>- Mutual Aid agreements are in place between authorities and BDC is strengthening its procedures to receive Mutual Aid with a revised Memorandum of Understanding.</li> <li>- Each service has to planned and tested procedures for resilience to unexpected and potentially long-term challenges.</li> <li>- Pandemic Flu Plan agreed.</li> <li>- Regular review of our response and adaptation of response if required.</li> </ul>				

- Training delivered: senior/tactical training, recovery training, loggist training, rest centre training; and communications training.
- Peer reviewed training programme for staff involved at all levels, volunteers-tactical-strategic.
- New starters have a requirement to assist in emergencies detailed in their role profiles.
- Active responses were progressed using command structures for COVID Ukraine, storms, Sudanese evacuation, fire and public disorder events.
- Senior Staff underwent Multi Agency Gold Incident Command (MAGIC) training in 22/23.
- Corporate Recovery Plan approved and adopted in 2022

EFFECTIVENESS OF CONTROLS: **partially effective**

#### **Additional Actions Required**

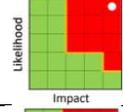
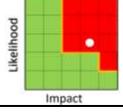
- Bi-yearly review of Emergency Plan.
- Bi-yearly review of Communications and Media Plan.
- Review of Flood Plan and Severe Weather Plan diarised for 2023
- Rest Centres plan – run an annual exercise.
- Continue to deliver training programme
- Dialogue with partner organisations.
- Services need to 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.
- Bi-yearly review of Recovery Plan.
- Testing of dual emergency response – Exercise deferred due to the pandemic, now planned for 2023/24.

**Risk 9: Information Management and Cyber Security**

Increased use of technology and larger volumes of information stored increases the impact of cyber security threats including ability to deliver key services, enforcement, unable to collect money / pay money, unable to share data with partners, vulnerable to cyber-attack or data breach incident

**Risk Owner:** Corporate Directors (CR and SB)      **Cabinet Member Owner:** Cllr Kevin Bowers

**Corporate Priorities:** Effective management of information and cyber risks is essential to enable delivery of **all priorities**

RISK SCORE		Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	A – Very High Likelihood	I – Catastrophic		<b>Cautious</b>	
<b>Residual Risk Rating</b>	C – Significant	II – Critical			
<b>Direction of Travel</b>					
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>		
<p>Cyber-attack, Distributed Denial of Service, Phishing, Ransomware, Security / Data Breaches are all triggers that need mitigation to prevent potential loss of information and ability to deliver services.</p> <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>Increased use of technology and increased amounts of information stored also increases the likelihood of data being incorrectly handled by employees.</p> <p>Increased reliance on technology, including remote working tools since more staff have been working from home.</p>			<p>Loss of ability to deliver service/degradation in service.</p> <p>Loss of reputation.</p> <p>Enforcement from Information Commissioner’s Office with potentially significant fines and reputational damage.</p> <p>Inability to collect/payout money to customers.</p> <p>Inability to share customer data with partners.</p> <p>The Council cannot meet its requirements under the Data Protection legislation.</p> <p>The Council is not able to adequately manage its information, which would then prevent it from being able to carry out services effectively.</p> <p>Unplanned financial cost to the Council.</p> <p>Potential losses/damage to residents/service users/employees whose data is incorrectly handled</p>		
<b>Current Controls:</b>					
<ul style="list-style-type: none"> <li>- Information security policies – regularly reviewed and updated.</li> <li>- External auditing and challenge on a regular basis against policies and systems as well as regular external penetration testing with action plans created.</li> <li>- Regular review of technical infrastructure, including firewalls, hardware and software.</li> <li>- Public Services Network (PSN) compliance.</li> <li>- Training/education in cyber security and information security for employees including Learning Management System mandatory courses.</li> <li>- Regular meetings of local, regional and national cyber-security groups to review all aspects of cyber-security.</li> </ul>					

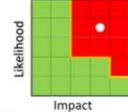
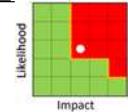
- Regular engagement with the National Cyber Security Centre and use of cyber protection tools and services.
- Regular meta-compliance checks for all employees and members.
- Controls in place around the use of technology to work virtually and collaboratively.
- Latest versions and security patches to be maintained for all software / operating systems.

**EFFECTIVENESS OF CONTROLS: partially effective**

**Additional Actions Required**

**Corporate Director (SB and CR)**

- Continued review of cyber security arrangements.
- Continue to raise awareness of information management and cyber security issues for all staff and members.
- Targeted training following phishing campaigns.
- End of life hardware replaced as and when necessary.
- Continue to keep abreast of cyber security issues and ensure that these are factored into BDC response.
- Obtain certification for Cyber Essentials and Cyber Essentials+

<b>Risk 10: Major Capital Programme</b>				
Delays in delivery of the Capital Programme will affect corporate priorities outlined in the annual and business plans, impacting scheduled timelines, leading to missed objectives and potentially hindering the overall success of strategic initiatives				
<b>Risk Owner:</b> Corporate Director (DC)		<b>Cabinet Member Owner:</b> Cllr Kevin Bowers		
<b>Corporate Priorities:</b> Promoting Prosperity / Connecting People and Places				
<b>RISK SCORE</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>	<b>Risk Appetite</b>
<b>Inherent Risk Rating</b>	<b>High</b>	<b>Critical</b>		<b>Cautious</b>
<b>Residual Risk Rating</b>	<b>Significant</b>	<b>Significant</b>		
<b>Direction of Travel</b>				
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>	
<p><b><u>Economic / Political:</u></b></p> <ul style="list-style-type: none"> <li>- Macro-economic conditions with high inflation, and rising interest rates and cost of borrowing, changing political emphasis, availability of skilled resource and national and international market conditions (e.g. construction supply chains)</li> <li>- Inability to secure prudential borrowing at preferential interest rates and the impact of the government's changes to PWLB accessibility removes potential capital funding route.</li> <li>- Capital investments are subject to variations in market conditions occurring during development of projects / business cases and between business case sign off and project delivery/completion, impacting cost, time taken and viability of projects</li> <li>- Prolonged period (&gt;six months) of house price deflation.</li> <li>- Prolonged period (&gt;12 months) of commercial rent deflation.</li> <li>- Higher inflation increases construction costs.</li> <li>- Regulatory changes on Minimum Revenue Provision increasing revenue financing costs</li> <li>- Rising yield expectations by institutional investors &amp; rising construction costs</li> <li>- Movement in market conditions.</li> </ul> <p><b><u>Project Management</u></b></p> <ul style="list-style-type: none"> <li>- Failure and delays in securing planning consent on development projects.</li> <li>- Lack of robust project management could lead to inconsistent decision making, failure to agree and deliver priorities, under-utilisation of finite resources, weak cost control, over-reliance on external advice without proper challenge or consideration of the brief/scope/purpose</li> <li>- Failure to clarify and agree core project and/or programme objectives, Critical Success Factors (CSFs) or Key performance Indicators (KPIs).</li> </ul>			<p><b><u>Economic Growth</u></b></p> <ul style="list-style-type: none"> <li>- Inhibited delivery of Local Plan housing requirements and associated healthcare, community, and town centre facilities</li> <li>- Businesses/jobs may relocate outside of District and lead to fewer new businesses/jobs being created and falling Gross Value Added (GVA) in the district.</li> <li>- Depressed land values</li> </ul> <p><b><u>Project Delivery</u></b></p> <ul style="list-style-type: none"> <li>- Dilution of support for programme / funding from other partners or government may not be available to support the action plan priorities.</li> <li>- Project failure or delay due to lack of stakeholder engagement.</li> <li>- Projects undeliverable due to refusal of planning consent</li> </ul> <p><b><u>Return on Investments / Income</u></b></p> <ul style="list-style-type: none"> <li>- Impact on the business case stated financial viability and sustainability of projects (including impacts on commercial rents and operational costs)</li> <li>- Unplanned and/or abortive expenditure.</li> <li>- Approved schemes already in development may not achieve required financial return.</li> <li>- Interest charges have to be charged to revenue rather than capitalized against projects.</li> </ul>	

<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>- Lack of investment in infrastructure acts as a barrier to required housing growth and reduces opportunities for businesses to grow.</li> </ul> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>- Many investment opportunities require work with partners and suppliers who may or may not have the same level of commitment to a project as BDC.</li> </ul> <p><b>Competition</b></p> <ul style="list-style-type: none"> <li>- Competition from large commercial development plans in neighbouring districts.</li> </ul>	<ul style="list-style-type: none"> <li>- Revenue costs of projects developed but aborted not charged to capital and fall upon Council's revenue budget.</li> </ul> <p><u>Other:</u></p> <ul style="list-style-type: none"> <li>- Loss of revenue growth in Council Tax and Business Rates.</li> <li>- Public perception of Council spending and lack of effective control.</li> <li>- Failure to sell/lease newly developed properties.</li> </ul>
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**Current Controls:**

<ul style="list-style-type: none"> <li>- Feasibility reserve approved and ring-fenced.</li> <li>- All investment opportunities rely on cost/value advice provided by expert third party specialists in support of business case development.</li> <li>- All investment opportunities appraised via investment tool and/ or HMT Green Book appraisals.</li> <li>- Strong working relationship with Essex County Council, NHS, the South-East Local Enterprise Partnership (LEP), Homes England on major projects and key priorities to support delivery and potential funding routes.</li> <li>- Project engagement across relevant BDC teams (including Asset Management, Finance, Legal, Operations, Planning and Procurement) to ensure early engagement on scheme development to ensure end product delivers on objectives and is fit-for-purpose.</li> <li>- Procurement of appropriate architects, cost and planning consultants secured for each scheme.</li> <li>- Business case development with specialist external advice.</li> <li>- Robust programme assurance processes and extensive management information and reporting outputs.</li> <li>- Strong emphasis on project documentation, tools and techniques.</li> <li>- Highly developed budget monitoring processes in partnership with the Finance department.</li> <li>- Effective contract management processes.</li> </ul>
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**EFFECTIVENESS OF CONTROLS: Partially Effective**

**Additional Actions Required**

<b>Corporate Director (DC)</b>		
	<ul style="list-style-type: none"> <li>- Monitoring of costs and spend is in place</li> </ul>	<ul style="list-style-type: none"> <li>- Use of expert third parties to provide comprehensive cost estimates and advice of market trends is in place.</li> </ul>
	<ul style="list-style-type: none"> <li>- Consistent modelling to agreed financial parameters is in place</li> </ul>	<ul style="list-style-type: none"> <li>- 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 is in place</li> </ul>
	<ul style="list-style-type: none"> <li>- Implementation of timely, high-quality marketing strategies for all development projects is in place</li> </ul>	<ul style="list-style-type: none"> <li>- Early engagement with Planning Team and judicious use of the pre-application process is in place</li> </ul>
	<ul style="list-style-type: none"> <li>- Increase organisational "maturity" and embed rigorous and consistently applied project and programme processes and reporting is in place</li> </ul>	<ul style="list-style-type: none"> <li>- Regular review of approved parameters and hurdle rates is in place</li> </ul>
	<ul style="list-style-type: none"> <li>- Weighted NPV measure to reflect non-financial priorities is in place</li> </ul>	<ul style="list-style-type: none"> <li>- Independent evaluation of business case is in place</li> </ul>

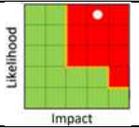
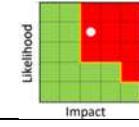
**Risk 11. Climate Change**

The Council has declared a climate emergency with an aim to make the Council's activities, as far as practical, carbon neutral by 2030 – risk of failure to deliver targets.

**Risk Owner:** Cherie Root

**Cabinet Member Owner:** Cllr Tom Cunningham

**Corporate Priorities:** Enhancing Our Environment

RISK SCORE		Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	Very High	Critical			<b>Cautious</b>
<b>Residual Risk Rating</b>	High	Significant			
<b>Direction of Travel</b>					
<b>Risk Cause(s)</b>				<b>Risk Consequence(s)</b>	
<p>'Climate change' refers to changes in the earth's climate that are caused by increasing levels of greenhouse gases such as carbon dioxide (CO<sub>2</sub>) in the atmosphere.</p> <p>Climate change adaptation describes measures that can be put into place to help us adapt to 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. 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>.The scale and degree of change required to meet net zero will require significant resources which the District Council will not be able to provide on its own. It will require a coordinated response from partners including Government to meet the challenge.</p> <p>Key Identified Triggers:-</p> <ul style="list-style-type: none"> <li>• Increase in mean temperature</li> <li>• Decrease in air quality</li> </ul>				<p>Failure to maintain/deliver services and an increased cost of delivering services</p> <p>Increased financial costs for Council (due to insurance excesses/ pressures on service delivery)</p> <p>Future Capital investment needed in alternative fuel infrastructure and vehicles</p> <p>Reduction in resilience of the organisation</p> <p>Reputation of Council damaged through failure to deliver services.</p> <p>Failure to give local community leadership in preparing for climate change.</p>	

- Depletion of key resources including water
- Severe weather event(s) including drought, floods and gales.
- Failure to deliver 2030 carbon neutral target

**Current Controls:**

- Climate Local Strategy 2021 - 2030 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.
- A Climate Change working group has been established. An action plan has been developed to ensure all Council functions and decision making is in line with the shift to carbon neutral by 2030.
- Emergency Plan considers climate related risks and our response to this type of emergency.
- The Climate Local Strategy has a number of actions in place to support the community to adapt to climate change.

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.

**Progress to Date**

- Business Continuity plan for the organisation to respond to risks
- Joint working with ECC who are also tackling Climate Change.
- Completed actions from the Climate Local Action Plan 2014 – 2018 (Feb 2021). Further details on achievement available
- Declared Climate Emergency July 2019
- Climate Change Working Group in place representing the Council, Businesses and Residents with academic support to develop the next Climate Local Strategy
- 2-year Emergency Planning desktop exercise, concerning severe weather / emergency events, for BDC
- Officer Climate Group established to encourage engagement.
- Oct 22 Full Council approval of monitoring plan and key targets
- Internal Climate Delivery Board established bringing all Senior Project Leads together to the strategy and deliver actions on the Climate Action Plan
- Full Council Update in May 23
- Annual Reporting template developed pending release of BEIS Carbon figures in Autumn 23

**EFFECTIVENESS OF CONTROLS: partially effective**

**Additional Actions Required**

- Climate Strategy has now been adopted.
- Continue to review Emergency Plan to consider emerging climate related issues and risks.
- Implement the outcomes from the Environment Act.
- Climate Actions Performance reporting will be via Pentana system. Management Board to monitor outcomes and targets
- Annual performance report to be submitted
- Monitoring of Success Factors and KPIs – Annual Review
- Delivery of objectives of Climate Change Strategy and agree associated overarching KPIs
- Carbon reporting (Dept. for Energy Security and Net Zero for district) and internal report for Council emission

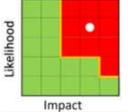
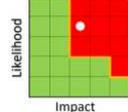
**Risk 12. Landscape Services**

Tree related risks are rising as a result of more building, a growing population, and increasing impacts of weather events. The Council, as a tree owner, has a legal duty of care to take reasonable measures to avoid foreseeable injury or harm to property. Staff capacity to manage the risk is limited. This risk is linked to Risk 11 (Climate Change) as trees make a significant contribution to climate change resilience.

**Risk Owner:** Corporate Director (DC)

**Cabinet Member Owner:** Cllr Spray

**Link to Corporate Priorities:** Enhancing our environment / Delivering and innovating

RISK SCORE	Likelihood	Impact	Risk Score	Risk Appetite
<b>Inherent Risk Rating</b>	High	Critical		<b>Averse</b>
<b>Residual Risk Rating</b>	High	Significant		
<b>Direction of Travel</b>			N/A - New Risk (January 2024)	
<b>Risk Cause(s)</b>			<b>Risk Consequence(s)</b>	
<p>The Council's tree stock is considerable (approx. 11,838). Due to climate change, wetter winter months and longer periods of drought during summer months, there is greater potential for tree failure across the year.</p> <p>There have been several storm events over the last two years, Storm Eunice (Feb 22), Storm Ciarán (Nov 23), and most recently Storm Henk (Jan 24). The risk of further storm events increases the risk of tree failure (physical breakage).</p> <p>Ongoing staff shortages within the Landscape Services team means limited proactive surveys have been conducted of tree stocks on land owned by the Council, whilst reactive work has been prioritised. The last remaining permanent Tree and Landscape Officer left the Council at the end of 2023, Interim Arboricultural Officers have been appointed on temporary contracts to support the critical business functions of the team, whilst permanent replacements are being sought.</p> <p>During this time of resource constraint, the Council's tree management software has not been kept up to date for surveys undertaken, and for trees which have been felled or new trees planted.</p>			<p><u>Risks to persons or property:</u> The HSE reports that UK deaths from falling trees or branches is low, (approximately 6 per year), however substantial fines may be imposed where deaths and injury are foreseeable. Recent storms have resulted in tree damage to property in the Braintree District. Proactive inspection protocols (zoned according to assessed risk) are necessary to comply with legislative duties and mitigate risk and impact on persons and property and resultant fines. Consultation as part of the response to planning applications will reduce the likelihood of future impacts on residents.</p> <p><u>Insurance Liability and Premium:</u> The Council is receiving an increase in insurance claims associated with trees and vegetation, impacting affected residents and the Council. Reduction of claim likelihood and ability to defend claims relies on tree risk management activity. The Council has not been in a position to fully defend all tree related claims.</p> <p>The Council's Liability insurer has imposed an increase in premium as a direct result of the need to evidence that adequate surveying and management regimes are in place.</p> <p><u>Other:</u> Further financial, legal, and reputational impacts arise from tree related incidents.</p>	
<b>Current Controls:</b>				
<ul style="list-style-type: none"> <li>Interim qualified, experienced and knowledgeable Arboricultural Officers appointed, although contracts are temporary, these staff have improved the response to customers and insurance claims.</li> </ul>				

- Interim resource used as far as possible to undertake as much surveying of Council tree stock as possible, and to promptly action required works identified.

**EFFECTIVENESS OF CONTROLS: Partially Effective (given current interim resource)**

**Additional Actions Required**

**Corporate Director (DC)**

- Complete the Landscape Services restructure and recruit to vacant posts. (Proposals for additional budget to be considered by Full Council in February 2024). Structure to reflect resource required for appropriate system of ongoing proactive inspection and response, and contribution to Planning consultation.
- Adoption of formal tree management policy encompassing risk profiling and zoning to guide proactive inspection protocols and assess the impact and likelihood of failure.
- Liaise with procurement to put in place a new framework for the use of contractors, to undertake surveying work, and to undertake works to trees. Commissioning proactive tree works en bloc is expected to be more cost effective than reactive tree works.
- Identify system requirements for maintenance of tree records and undertake a review of the Council's tree management software (ARBORtrack) to assess whether it is fit for purpose / review other available systems. Ensure data capture is accurate, so database can be used as evidence for the Council's Insurance team.
- Develop network of and engagement with volunteer District Tree Wardens to enhance local knowledge of arising issues.
- Continue work as part of the Council's Climate Change activity to ensure a coordinated response to tree planting and management, and in the assessment of tree value

<b>Report Title:</b> Third Quarter Performance Report 2023/24	
<b>Report to:</b> Cabinet	
<b>Date:</b> 4 <sup>th</sup> March 2024	<b>For:</b> To Note
<b>Key Decision:</b> No	<b>Decision Planner Ref No:</b> DP/2023/70
<b>Report Presented by:</b> Councillor Kevin Bowers, Cabinet Member for Resources and Performance	
<b>Enquiries to:</b> Tom Williams, Corporate Performance Coordinator <a href="mailto:tom.williams@braintree.gov.uk">tom.williams@braintree.gov.uk</a>	

**1. Purpose of the Report**

- 1.1 The purpose of the report is to summarise the performance of Braintree District Council (the Council) at the end of the third quarter (October 2023 to December 2023).

**2. Recommendations**

- 2.1 Cabinet to note the performance of the Council for the third quarter (October 2023 to December 2023).

**3. Summary of Issues**

- 3.1 The Council keeps a record of its performance which is reported to cabinet every quarter for consideration and noting.
- 3.2 The performance in the third quarter continues to show progress across the projects undertaken this year. A further three projects have been completed taking the total to six, and 41 projects remain on track. A number of projects have been through the appropriate change management process to amend the end date due to being re-prioritised or re-scoped as necessary to accommodate new and competing demands on the Council.
- 3.3 There has been an increase in amber status projects in the third quarter. Amber statuses reflect delays in obtaining planning permissions and budgetary constraints, amongst other challenges which are detailed in the report.
- 3.4 Ten performance indicators have met or exceeded target in the third quarter, a reduction of one compared to the second quarter. The collection rate of council tax has slipped slightly below target.

- 3.5 A further three performance indicators have missed target by greater than five percent. The areas of under performance continue to be in relation to the number of homes granted planning permission, recycling rates, and enquiries resolved at first point of contact in the customer service centre.
- 3.6 The Finance section of the report sets out the current budgetary position, information on capital spending and resources, details of treasury management activity and the estimated movement on General Fund unallocated balances.
- 3.7 The finance section of the report sets out the current budgetary position, information on capital spending and resources, details of treasury management activity and the estimated movement on General Fund unallocated balances.
- 3.8 The review of income and expenditure against budget and forecast for the year indicates a net overall positive variance of £494k.
- 3.9 Staffing expenditure is currently projected to be underspent at service level which includes the corporate efficiency target. This follows a budget transfer of £600k agreed at full council on the 11<sup>th</sup> December 2023 between Treasury Management income and all service staffing budgets to offset the Employers' annual pay increase offered from April 2023.
- 3.10 Other expenditure is forecast to be £730k over budget, and the Council is also accruing legal costs in relation to the Wethersfield asylum centre appeals.
- 3.11 Offsetting the projected forecast for other expenditure, is an overachievement of income currently forecast to be £1.3m, which is mainly attributable to treasury management investment income.
- 3.12 Details of the main variances are set out in the Finance Section of the report.
- 3.13 Capital spend to the end of the third quarter was £3m, mainly incurred on the disabled facilities grant programme. Capital spend typically increases in later quarters. Currently there is an estimated positive variance against the capital projects of £223k.
- 3.14 The estimated movement on the General Fund unallocated balances is a net withdrawal of £471k.

#### **4. Options**

- 4.1 There are no options to consider as a result of this report.

#### **5. Next Steps**

- 5.1 The performance report will go to next available Corporate Scrutiny Committee after Cabinet for consideration.

## **6. Financial Implications**

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

## **7. Legal Implications**

- 7.1 There are no legal implications arising from this report.

## **8. Other Implications**

- 8.1 A summary of complaints received each quarter, analysed by outcome (justified, partially justified, or not justified) is provided.
- 8.2 The Enhancing our Environment priority has a number of actions that are designed to have a positive impact on the environment and climate change. An update on the progress of the actions in the Climate Change Action Plan is included classified under the themes of the Strategy.

## **9. Equality and Diversity Implications**

- 9.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 9.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 9.3 Equalities and diversity issues are considered fully in the Council's key projects. Where appropriate, an equality impact assessment is prepared and considered for any key projects identified.

## **10. List of Appendices**

- 10.1 Appendix 1 – Third Quarter Performance Management Report 2023/24

## **11. Background Papers**

- 11.1 Previous performance reports are published on our website once noted by cabinet. They are published at <https://www.braintree.gov.uk/directory/30/our-performance/category/577>



# THIRD QUARTER PERFORMANCE MANAGEMENT REPORT

1 OCTOBER TO  
31 DECEMBER 2023

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## Section 1: Introduction and Summary

### Purpose of the Report

The purpose of the report is to demonstrate the performance of the Council at the end of the third quarter of 2023/24 in relation to our Annual Plan 2023/24. This sets out the key activities being implemented to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the Corporate Strategy 2020 – 2024. Further detail is given in relation to a set of business performance indicators covering finances, customer focus, our people and health and safety.

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

### Summary of the Corporate Projects current position for the end of the third quarter

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

Corporate Priorities	Status of projects and actions				
					
Connecting People and Places	-	11	5	-	-
Enhancing our Environment	4	11	1	-	-
Supporting our Communities	1	6	2	-	-
Promoting Prosperity	-	5	1	-	-
Delivering and Innovating	1	8	1	-	-
<b>TOTAL</b>	<b>6</b>	<b>41</b>	<b>10</b>	<b>-</b>	<b>-</b>

#### KEY:

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

**Summary of the Key Performance Indicators position for the end of the third quarter**

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

Corporate Priorities	Status of indicators			
				Data Only
Connecting People and Places	1	-	1	-
Enhancing our Environment	2	-	1	-
Supporting our Communities	2	-	-	2
Promoting Prosperity	-	-	-	3
Delivering and Innovating	5	1	1	1
<b>TOTAL</b>	<b>10</b>	<b>1</b>	<b>3</b>	<b>6</b>

**KEY:**

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

**Summary Position**

The performance in the third quarter continues to show progress across the projects undertaken this year. A further three projects have been completed taking the total to six and 41 projects remain on track. A number of projects have been through the appropriate change management process to amend the end date due to being re-prioritised or re-scoped as necessary to accommodate new and competing demands on the Council. Additionally, there has been an increase in amber status projects in the third quarter. Amber statuses reflect delays in obtaining planning permissions and budgetary constraints, amongst other challenges which are detailed in the report.

Ten performance indicators have met or exceeded target in the third quarter, a reduction of one compared to the second quarter. The collection rate of council tax has slipped slightly below target.

A further three performance indicators have missed target by greater than five percent. The areas of under performance continue to be in relation to the number of homes granted planning permission, recycling rates, and enquiries resolved at first point of contact in the customer service centre.

## Section 2: Delivering our Corporate Strategy



### Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<b>Complete the physical improvements to Witham and Halstead town centres to improve public realm</b>		
<p>Revised licence applications for all work required on Essex County Council land are still under consideration and unexpected additional work on the application has been required at this late stage.</p> <p>Discussions with Essex County Council continue to finalise the plans. A revised end date will be set once the revised programme of works is agreed.</p>	December 2023	
<b>Improve the district's housing stock by addressing energy efficiencies and exploring best practice to tackle empty homes</b>		
<p>The Council has continued to work towards addressing energy efficiencies through a Healthy Winter Housing session that took place in November chaired by Strategic Housing, where all registered providers were invited to attend. The agenda covered sharing best practices on supporting residents during winter months when facing economic challenges and offering advice and support to collaborate and the align climate strategies, with special emphasis on discussing biodiversity and climate action plans. 'Support for Winter' leaflets were shared with the group. This is a long term area of work, which supports our Climate Action Plan.</p>	March 2030	
<p>The Empty Homes Working Group has finalised the Empty Homes Policy which will be presented to Cabinet in January 2024 for approval. The mapping of empty homes continues across the district with further impact assessments being completed.</p>	March 2025	
<b>Develop a revised Homelessness and Rough Sleeping Strategy for 2024 to 2028</b>		
<p>The Homelessness and Rough Sleeping Strategy remains in draft and has received internal feedback. There are 4 recommended priorities: Prevention, Temporary accommodation, Move on support, and Rough Sleeping. The policy is due to be presented to Cabinet in January 2024 for approval.</p>	March 2024	

<b>Improve our health and leisure facilities by replacing the studio and sports hall floors at Braintree Leisure Centre and refurbishing the wet and dry changing facilities at Halstead Leisure Centre</b>		
A tender is underway for the works following a revised costing estimate over budget for the studio floor. The resulting delay means that the works will not complete before March 2024, and due to commitments of the space for academy exams during the first quarter of 2024/25, the work cannot take place until summer. A revised completion date will be considered once the tender is complete.	March 2024	
A tender is underway for the works following a revised costing estimate over budget for the sports hall floor. The resulting delay means that the works will not complete before March 2024, and due to commitments of the space for academy exams during the first quarter of 2024/25, the work cannot take place until summer. A revised completion date will be considered once the tender is complete.	March 2024	
Considering the pressures on the leisure industry, a revised budget has been agreed and a tender is underway. Works are anticipated to start in the fourth quarter, and a revised end date will be processed once a timescale for completion is known.	March 2024	

### Actions carried out in partnership with others

<b>Project description and comments</b>	<b>Target Date</b>	<b>Status</b>
<b>Engage in the pre-application and examination processes for Nationally Significant Infrastructure Projects (NSIP) in and around the district</b>		
Longfields Solar Farm – The Council is awaiting a detailed timeline of works from the developer. Construction is anticipated to start in 2024 and be completed in 2026.	December 2026	
A12 Widening scheme – The recommendation report submitted to the Secretary of State for Transport is expected to receive a decision in early January 2024. Discussions on pre-planning applications have begun. Construction is planned to start in 2024.	December 2028	
Bramford to Twinstead reinforcement – Site examinations started in September and are currently still ongoing. The Development Consent Order is still awaiting a decision, which is anticipated in summer 2024.	November 2028	
Norwich to Tilbury – Pre-planning application discussions have begun and a statutory consultation is due in Spring 2024. The Development Consent Order is expected towards the end of 2024, with construction not anticipated to start until 2027.	March 2030	
Rivenhall Integrated Waste Management Facility (IWMF) and Energy Centre – The pre-planning application has been signed and the Development Consent Order (DCO) application was submitted in November 2023 and accepted by the Planning Inspectorate. We are now awaiting a decision on the DCO in due course.	December 2025	
<b>Develop our plans to introduce walking and cycling networks across the district</b>		
Public consultation launched on 22 November 2023 and will run for 8 weeks ending on 17 January 2024. Once the consultation ends, a report will be produced for review before the Council decides on the adoption of the Local Cycling and Walking Infrastructure Plan (LCWIP).	December 2025	

<b>Enable the delivery of a new build, multipurpose community centre in Witham bringing people together to socialise, learn and access key services</b>		
Procurement preparation for construction of the community centre is underway. The project is currently awaiting a date for the Planning Committee to make a decision. The project is also currently awaiting a decision from a potential operator. The amber status reflects that planning permission is yet to be granted, and an operator is still to be agreed.	June 2025	
<b>Continue to facilitate the delivery of a purpose-built medical centre in Sible Hedingham</b>		
The outline business case has been approved by the integrated care board, and the preparation of a full business case continues.  The target date for completion has been extended from October 2023 to May 2024 due to delays incurred with the Integrated Care Board (ICB) approval of the outline business case.	May 2024	
<b>Work with the Integrated Care Board to enhance the delivery of health and wellbeing services at the Victoria Square development</b>		
Bi-monthly meetings with Provide continue to develop our partnership working. The Council is collaborating with the Integrated Care Board (ICB) to explore community usage of the facility to host events and groups, such as the Mind Crisis Café. Provide and the ICB also organised a press release and communications about the hub in the third quarter.	March 2024	



**Actions carried out by Braintree District Council**

Project description and comments	Target Date	Status
<b>Enhance biodiversity by refurbishing the wildlife garden in Halstead Public Gardens</b>		
New flower beds have been successfully installed in the wildlife garden. This project is now completed.	November 2023	
<b>Improve the facilities in our skate parks at Weavers Park in Braintree and Spa Road in Witham</b>		
The tender evaluation process has been completed and a decision to award the contract was made at Cabinet in December. A contractor will be appointed in January.	July 2024	

<b>Deliver improvements to the recreation ground at Ramsey Road, Halstead</b>		
The tender evaluation process has been completed and a decision to award the contract was made at Cabinet in December. A contractor will be appointed in January.	July 2024	
<b>Respond to the requirements of the Environmental Act 2021 in relation to air quality, biodiversity, water and waste reduction</b>		
The review into the Council's air quality monitoring methodology was undertaken, and the independent review of Braintree District Council's air quality monitoring methodology confirmed that the Council was monitoring in accordance with best practice and legislation. Actions from the review are now underway.	March 2024	
Whilst the Council continue to work at an Essex-wide level to prepare for the introduction of biodiversity net gain, the implementation of mandatory biodiversity net gain for major sites has been delayed until January 2024. Guidance published by the government in November 2023 is being considered by the Council, and training to the relevant members of the planning has been arranged to take place across December 2023 and January 2024, covering what the biodiversity net gain means and how The Council will implement the statutory legislation.	March 2024	
The council continues to explore opportunities to reduce water usage across the organisation.	March 2026	
In October 2023 the Government published guidance on a 'simpler recycling collection system'. A workshop is scheduled in January 2024 for officers and councillors to discuss the guidance and feedback on the review of our current waste collection service.	March 2024	
<b>Protect our communities by implementing the requirements of Martyn's Law</b>		
The Council has finalised the list of Council owned properties that come into either the Standard or Enhanced Tier, alongside confirming a list of event venues or buildings not owned by Council which may be affected. The Bill is still in the pre-legislative scrutiny phase.	March 2024	
The Home Affairs Select Committee's scrutiny of the bill suggested extensive amendments are needed prior to the legislation being finalised. Until the details of the Bill have been confirmed, the Council is unable to proceed with further actions and will await further information from central government. Therefore, the project is at amber status.		
<b>Deliver campaigns and work with our communities to:</b>		
<ul style="list-style-type: none"> <li>● <b>Report litter offenders who throw litter from their vehicles</b></li> <li>● <b>Minimise food waste to help households save money and avoid unnecessary waste</b></li> <li>● <b>Improve awareness and understanding of climate change</b></li> </ul>		
The campaign is currently focusing on fly-tipping and appealing to members of the public to "SEE-IT REPORT-IT" to encourage them to send in dash-cam footage, pictures or any information they can share to help our investigations to catch the culprits.	March 2024	
The use of digital communications channels including social media and e-newsletters, as well as media releases, are being used to inform the public of the call to action.		
BBC Essex featured a live interview with Cllr. Tom Cunningham on Sadie's breakfast show which helped raise awareness of the issues of fly-tipping across Essex and how local authorities are tackling offences.		
The Council continued to support the current the Love Essex 2023 campaign through the third quarter, which ran until the end of December 2023. Promotion has included encouraging residents to sign the pledge with a chance of winning	March 2024	

£60 of supermarket vouchers and a December competition to win a food processor or one of two mini food processors.		
Final result to the year's campaign will be forthcoming from Essex County Council in 2024.		
Ten environmental newsletters, reaching 7,500 recipients, were sent over the course of the third quarter including information across a wide range of topics such as the DigiGo service, changes to waste and recycling collections, various local environmental initiatives and sustainable Christmas tips.	March 2024	
The social media campaign has also continued covering: Local Nature Recovery Strategy workshop, Sustainable Christmas, DigiGo service, de Vere Primary School's green flag award, Love to Ride, New EssexAir website, Food waste, and recycled wrapping paper / Naturally Unwrapped.		

### Actions carried out in partnership with others

Project description and comments	Target Date	Status
<b>Deliver projects in our Climate Change Action Plan to contribute to our long term aims of being a carbon neutral district such as working with communities and businesses to build climate resilience, developing baseline data for a tree strategy, piloting the ECC green accreditation scheme (before rolling out to businesses) whilst continuing to reduce our reliance on fossil fuels</b>		
Details of the projects being delivered in our Climate Change Action Plan are detailed in the next section of this report.	March 2030	
<b>Develop opportunities for increasing the renewable energy and fuel security within the district</b>		
A business case has been submitted as part of the Medium Term Financial Strategy for a large solar panel array in the car park at the Plaza.  In October the Sustainability Team took concept scoping figures to the Commercial Board. The Sustainability Team is now working to provide top level figures to determine whether such a project is viable.  As anticipated Central Government has relaxed the planning process around on shore wind turbines, and this methodology of delivering renewable energy is currently being explored.	April 2025	
<b>Increase biodiversity and the attractiveness of the district by re-wilding open spaces and wild seed highway verges</b>		
370 Native Species Whips have been planted in the third quarter on open space in Johnson Close and Brendon Drive, Halstead. Godlings Way, Braintree and the cycle path that runs from White Court School to Queensborough Lane at Gt Notley, Braintree are planned for planting in spring 2024.	December 2025	
<b>As part of a two-year safer streets programme, tackle enviro crime in the focused area of Witham</b>		
The Councils Grounds Maintenance team continue to regularly review the environment of Cut Throat Lane to ensure it is maintained. Environmental improvement of Cut Throat Lane was completed in December.	December 2023	
The official launch of the Dog Watch Scheme took place on 15th April 2023 in Witham with over 200 visitors. The aim of the event was to encourage local residents to sign up to the Essex Police led Dog Watch Scheme where local dog owners will become guardians for the local area while exercising their dogs, reporting criminal damage or anti-social behaviour. A total of 65 people signed up to the Dog Watch scheme on the day.	April 2023	



# CLIMATE CHANGE PROGRESS

## **Introduction**

In the third quarter 2023/24, the Climate Action Plan Annual Report 2022-23 was published with a full update of progress to date since The Council declared a Climate Emergency in 2019 and the Climate Action Plan 2023-24 was published as part of the Cabinet Meeting report papers on 27 November 2023.

The online Climate Change Awareness course was launched for desk-based staff and the video for frontline staff was completed ready for delivery in the fourth quarter. The internal Staff Eco Group meetings in the third quarter focused on Energy Efficiency and welcomed external guests including Essex County Council.

A new Climate Change Communications Officer was appointed in December 2023 on a one-year fixed contract. The Environment E-Newsletter has been published regularly (eight editions within the quarter) and shares case studies, signposting to external partners and general advice on sustainability, nature conservation and Climate Change. 272 additional people signed up to the newsletter during the quarter, bringing the total number of subscribers to 7,547.

The Council have continued to work with many partners and are building closer links with neighbouring councils to support collaborative working with regards to Climate Change. The Climate Action Plan is classified under seven themes and individualised progress on these themes is outlined below:

## **Resources**

The Simpler Recycling reform initial plans were published in October 2023. Under the plans, all local authorities by 31 March 2026 will collect the required recyclable waste streams: glass; metal; plastic; paper and card; food waste; and garden waste. Local authorities will continue to be able to charge for garden waste collections. Local authorities and waste collectors will be required to collect plastic film as part of the plastic waste stream by 31 March 2027.

Promotion of local food producers has continued, to include a local Apple Day at Cressing Temple and a community brewery in Toppesfield. Support and advice has been given to residents and businesses regarding sustainability at Christmas to include recycling and waste reduction tips as well as the promotion of Christmas tree recycling through Farleigh Hospice.

We published an e-newsletter to align with Recycle Week and also raised awareness of the international COP28 Climate Change Conference.

## **Energy Conservation**

The 'Don't Wait for Winter' booklet has been updated and has been published as well as shared at several community events. The Essex Energy Switch auction took place on 3 October, however, energy suppliers were unable to offer fixed tariffs below the new energy price cap due to the ongoing volatility in the energy market.

The Green Doctor Service continues to be active and has been regularly promoted through various channels. A business case was submitted and is awaiting approval for the installation on a solar canopy at the car park of The Plaza building at Horizon 120. A funding bid was made to Sports England for energy efficiency works at our leisure centres.

### **Built Environment**

The Home Upgrade Grant was launched, offering eligible Braintree residents in off-gas areas part of £2.466m for energy efficiency home improvements.

### **Transport**

The Council have promoted the extension of the £2 bus fare cap to residents across social media. We have also continued our promotion of DigiGo electric bus service.

We invited residents to complete the Essex County Council survey as part of their public consultations on walking and cycling routes across Essex. The Active Braintree Strategic Group have continued to meet on a monthly basis. Fusion have delivered many programmes to encourage physical activity including Witham Sporting Memories, Active Rewards and Safer Streets Autumn Activity Programme. The Finding Your Feet walks have been delivered by Community360 at various places in the district.

A Committee report on Hackney Carriages has been written which has an option to issue eight taxi licences and an option to allocate four to electric vehicles. Support has been given to Essex County Council with facilitating up to three on-street electric vehicle charging points across the district as part of their Local Electric Vehicle Infrastructure(LEVI) project. Investigations are underway to support DigiGo with electric vehicle charging infrastructure at Horizon 120. The trial of electric scooters with TIER and Essex County Council launched in October and is scheduled to be reviewed in May 2024.

### **Business and the Green Economy**

Preparations are underway to host a Green Business Showcase at The Plaza in June 2024 to provide support for businesses interested in developing sustainable practice. A Green Travel article has been written for the Business Rates booklet due to be published in the Spring.

Several businesses in the district have been given support, including a referral through to Innovate UK for potential product research and development.

### **Natural Environment**

370 native species whips have been planted in November 2023 on open space in Johnson Close and Brendon Drive, Halstead. Under Shared Prosperity Fund grants, twelve Community Gardens projects have been approved for this financial year and planning is underway for next year which will include a larger focus on supporting community orchards where possible.

The Council have attended and engaged within Essex County Council's Local Nature Recovery Strategy meetings and have promoted the strategy widely to encourage landowners, farmers, community groups and residents to attend the workshops. There has been continued preparation for the statutory Biodiversity Net Gain and The Planning Team have undertaken training ready for the national launch in January 2024. Support has been given to local landowners as requested. Social media channels have promoted the Great Coastal Birdwatch 2023.

## Adapting to Climate Change

Flood warnings were published for Storm Babet in October 2023 and signposting was made to the emergency planning e-newsletter to support businesses and residents with being prepared for severe weather events. Flood Warnings were published again for Storm Ciaran in November 2023 as well as other flood alerts due to significant and prolonged rainfall events. The Corporate Risk Register is up to date.



### Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<p><b>Over a two-year period, use £1m of New Homes Bonus to support residents of the district through the continued cost of living crisis by:</b></p> <ul style="list-style-type: none"> <li>• <b>Providing food security and access to essential goods across the district</b></li> <li>• <b>Helping community groups and organisations provide additional support to our most vulnerable residents</b></li> <li>• <b>Enabling physical and emotional health and wellbeing support with a focus on young people who find it difficult to access these services</b></li> </ul>		
<p>£100,000 has been awarded to Braintree foodbank to open a new distribution centre, offer a delivery service and employ an outreach worker. Delivery numbers have increased in the vast majority of wards compared to 2022, and the outreach worker has already made over 20 referrals to support services for vulnerable residents.</p> <p>A collection of low cost, healthy recipe cards have been developed to include in communications to residents. A cost-of-living resource directory has been developed and shared with staff at Braintree District Council and numerous partner services across the district, to allow us to share helpful and up to date information with service users.</p> <p>A Small Grants Scheme has been approved and work is underway to develop application forms and criteria ahead of marketing to partners. The Council continues to explore other opportunities for funding with our partners.</p>	<p>March 2025</p>	<p>▶</p>
<p><b>Support local projects and initiatives through the Councillor Community Grants scheme</b></p>		

<p>To date the sum awarded is £23,400 through 39 grants and is 38.2% of all monies available within the scheme.</p> <p>Five councillors have used their full allocation and two have potential applications being explored.</p> <p>Grants awarded in October included one for £700 to Witham Town Luncheon Club towards their members Christmas dinner.</p> <p>Two large grants were made in November which will help address needs in the Cost-of-Living Crisis. Baby Stuff Braintree received £2000 to purchase warm items for families in need. The Witham Hub were awarded £1000 to buy butcher shop vouchers.</p> <p>One of the grants made in December was £300 to the Hatfield Peverel Scouts and Guides Headquarters towards the installation of Hive heating thermostat.</p>	<p>March 2024</p>	
<p><b>Support people who are homeless or at risk of becoming homeless on their pathway to independent living through supported housing and move-on accommodation</b></p>		
<p>Peabody are delivering this project on behalf of the Council. The project has encountered delays which have prevented delivery as expected. We are working with Peabody to understand these challenges, and support where possible.</p> <p>The completion date has been amended to reflect the revised delivery schedule as advised by Peabody.</p>	<p>June 2024</p>	

### Actions carried out in partnership with others

Project description and comments	Target Date	Status
<p><b>Build more resilient communities to response to emerging issues</b></p>		
<p>The Council is exploring the opportunity to utilise the Shared Prosperity Fund to support the Levelling Up rural pilot project. An initial round of community engagement has been completed, and a meeting was held to discuss the next steps of the project.</p> <p>Braintree District Council is working with Essex County Council's Strengthening Communities Team to work on drafting a business case for this opportunity.</p>	<p>March 2025</p>	
<p><b>Equip young people with the skills required to face challenging situations by delivering crucial crew workshops to schools across the district in partnership with the Community Safety Partnership</b></p>		
<p>Three crucial crew events took place between 3 - 6 July, delivering workshops to 289 children from 7 primary schools across the district.</p>	<p>March 2024</p>	
<p><b>Review our Livewell Strategy to support the changing needs of our residents and wider health and care priorities</b></p>		
<p>The Livewell Strategy has been finalised and is due to be presented to Cabinet in January. The first round of stakeholder engagement took place in December and a second stakeholder session has been organised to take place in February to formally launch the strategy and strategic action plan.</p> <p>The strategy was due to be presented to December Cabinet but was delayed until January to allow for other urgent items to be discussed. The target date</p>	<p>February 2024</p>	

for completion has moved from December 2023 to February 2024 to account for the delay and to await the Cabinet Decision on the strategy.		
<b>Address the health inequalities of the district through the Mid-Essex Alliance partnership by designing integrated health services in local communities and neighbourhoods</b>		
The Mid-Essex Alliance Deputy Director presented the Integrated Neighbourhood Teams (INTs) to Braintree District Council's Joint Executive Team in December. Managers from our Housing Team and our Health Improvement Officers now attend the INT meetings to enhance our collaborative working.  We are currently working with the Integrated Care Board's lead officer on what the next steps will be in the fourth Quarter.	October 2024	
<b>Oversee the delivery of a safer streets programme to tackle perception of violence against women and girls in the night-time economy and neighbourhood crime for identified areas in Witham</b>		
In the third quarter Essex Police donated a number of Ring doorbells to Eastlight Community Homes, to provide to vulnerable residents in Witham. A property marking event took place at Witham Community Hub in October. Two bleed kids were purchased by the Liam Taylor Foundation and delivered to venues on Witham High Street, along with training on how to use the emergency life saving equipment.	March 2024	
<b>Deliver two changing places toilets in Witham and Halstead allowing people with complex needs to have greater access to public places to take part in everyday activities</b>		
Contractors have started work on site at Halstead Leisure Centre, and are due to complete in January. Work has not yet started at Witham Town Hall as the associated planning permissions have not yet been finalised. The project has an amber status due to a delayed start at Witham Town Hall and additional funding requirement to reprofile the door widths for wheelchairs. A revised end date will be processed once works start and timescales for completion are known.	March 2024	

# PROMOTING PROSPERITY



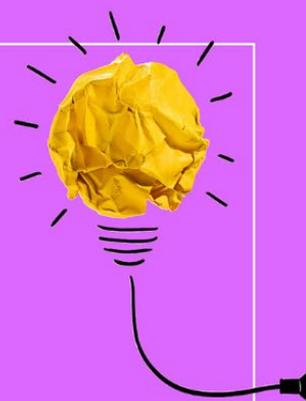
## Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<b>Build on the current success of the Horizon 120 Business and Innovation Park by selling the remaining site plots and promoting the development of the phase two land</b>		
The planning application for the phase two development is to be heard by Planning Committee in March 2024, which has resulted in the target date for phase two moving from November 23 to March 24. Groundworks required for the sale of the remaining plots are under investigation, and the target date for the sale will likely be revised in the fourth quarter once the scale of work is fully understood.	March 2024	
<b>Continue to develop the Witham Enterprise Units to bring forward new business premises for SME's</b>		
Work continues in relation to the planning application process following the updated scheme design delivered in the second quarter. Financial viability assessments and business case planning, including marketing research, for the project has commenced and will be reviewed in the fourth quarter.  The amber status for the project reflects that there are still a number of variables which require finalisation before the project can be delivered including; obtaining planning permission for the development, financial viability and approval of the full business case.	September 2026	
<b>Develop and deliver a business support programme based at the Plaza to help District businesses start, grow and increase productivity, especially in key sectors</b>		
25 memberships have been offered out of 40 to the end of the third quarter. An influx of enquiries have been received over the Christmas period, enquiring about the scheme, following an advert placed in the Council's section of the Braintree and Witham Times. In January, the first batch of 3-month interval performance data will be collated from businesses to assess the impact the scheme has made so far for successful applicants.	March 2025	

## Actions carried out in partnership with others

Project description and comments	Target Date	Status
<p><b>In partnership with NEEB, deliver a shared prosperity funded programme of support focusing on:</b></p> <ul style="list-style-type: none"> <li><b>Financial and debt management support and advice alongside signposting to other areas of financial support to create and safeguard jobs across north Essex</b></li> <li><b>Digital skills support to businesses across the district enabling them to grow digitally</b></li> </ul>		
<p>The North Essex Economic Board (NEEB) is funding a two-year business support programme with Let's Do Business Group to help businesses in North Essex by delivering high-quality, independent advice to businesses either looking to start or established businesses looking to take their next step and grow.</p> <p>KPIs have improved, jobs created and new businesses have started to record results. The number of businesses receiving support and the number of training courses delivered have significantly performed above the targets for the third quarter. 100 businesses have received non-financial support versus a target of 54, and 15 training courses have been delivered against a target of 1.</p> <p>Active liaison takes place with all five authorities forming the NEEB area to understand their needs, the specific needs of businesses in these areas and to support events, campaigns, awards ceremonies, business weeks etc.</p>	<p>March 2025</p>	
<p><b>Facilitate a series of employer led school visits/workshops to introduce students to new industries and sector course pathways</b></p>		
<p>Work is currently ongoing with Braintree College and all secondary schools to deliver an Apprenticeship Fair in February 2024. This will showcase Braintree District employer and training provider apprenticeship schemes across a variety of sectors. Transportation will be funded for all Year 10 students from all the secondary schools throughout the day to enable this activity to take place.</p>	<p>March 2024</p>	
<p><b>Support productivity and prosperity in our rural areas through the allocation of grant funding from the Rural England Prosperity Funding</b></p>		
<p>Around 30 applications have been assessed and a provisional award made for those which will cover year 1 funding. We are awaiting grant agreements which are currently being processed.</p> <p>Discussions have already begun regarding next year's grant funding.</p>	<p>March 2025</p>	

# DELIVERING AND INNOVATING



## Actions carried out by Braintree District Council

Project description and comments	Target Date	Status
<b>Develop plans to sustainably close our budget gap by capitalising on commercial opportunities to increase our income stream and identifying a deliverable efficiencies programme</b>		
<p>The Commercial team continue to consider and track commercial opportunities for the Council across the district. A part of this work includes considering each service the Council provides against the benchmarks of our competitors to consider opportunities to develop these and ensure that we are offering best value.</p> <p>Consideration is also being given to the resource requirements to increase existing business and explore new business opportunities.</p>	March 2024	
<b>Develop an Asset Management Strategy to implement a more coherent approach to all property interests across the district</b>		
Work continues to progress to determine the best route for revising the current Asset Management Strategy. Draft scope for the new strategy will be confirmed in January with a view to work beginning in quarter four. We have advertised for a Head of Property and Asset Management position, which was put to advert in December.	March 2024	
<b>Consider an operating model for residents and businesses to potentially subscribe to the garden waste collection service</b>		
The operating model for the new service is being reviewed and updated to reflect the total number of subscribers to the service. This review will continue into the new year ahead of the service starting in spring 2024.	March 2024	
<b>Continue to develop our online and digital services to support changes in customer demand and expectations</b>		
The 'My Account' system successfully launched in the third quarter with 1,500 website users signing up in the first two months. These users are now benefitting from auto-completions of personal details within forms, saving of forms to complete later, tracking of submitted forms and progress, notifications, and the ability to subscribe to garden waste collection.	March 2024	
<b>Understand the impacts of the reforms to national planning policy and mainstreaming biodiversity net gain in the planning system</b>		
The Levelling Up and Regeneration Bill has become an Act, and we are waiting for the changes within the bill to be enacted. Some will come into force two months from the act being made, but many others including the	January 2024	

most significant ones, will require further legislation or responses to consultations that have already been released. Work continues to prepare both Essex Wide and District specific plans for implementation. A revised end date for the project will be reviewed in the fourth quarter when further information is made available.		
<b>Provide fit for purpose car parking machines across our car parks</b>		
The Council has successfully installed 8 new card-only ticket machines into George Yard car park. The requirements for the remaining pay and display car parks are currently being assessed, with work due to complete by April 2024.	March 2025	

### Actions carried out in partnership with others

Project description and comments	Target Date	Status
<b>Inform and influence negotiations with Government around a Greater Essex Devolution deal to ensure the benefits are felt locally for residents and businesses</b>		
Progress has been made towards agreeing a devolution deal for Greater Essex, where the Government confirmed that Greater Essex would enter into negotiations with the aim of agreeing a deal by the Autumn Budget Statement on 22 November 2023. Unfortunately a deal has not yet been agreed. The Government remains geared towards devolution, and whilst a deal is still yet to be agreed, the work completed together in Essex has forged strong partnerships and deepened our understanding around what is needed to improve outcomes in an array of policy areas. A new strategic partnership has been established across North Essex along with a commitment to resourcing our collaborative work.	November 2023	
<b>Deliver on the plan for North Essex Authorities to work more closely together on shared priorities and improving resilience</b>		
A single Joint Executive Shared Service Board has been established, allowing Chief Executives and Directors to meet more regularly to work together on key decisions within the shared services programme. Opportunity to collaborate on 'back office' continues to be explored, using examples already in practice as a model, including shared payroll and the North Essex Parking Partnership.	March 2025	
<b>Drive forward Levelling Up for the district including the rural pilot with Essex County Council</b>		
The third and final large scale event was held in November where those in attendance focussed on the five problems identified at the second event. The five problems are: Inadequate Communication & Wrongful Terminology, Lack of Provision of Resources for Milestone Years of Education, Inaccessibility of Information, Engagement, and Difficulty in Accessing Public Services. Attendees discussed and evaluated the ideas and developed the proposals. This work will feed into the next steps.	March 2025	
<b>Review and adopt a new Joint Municipal Waste Management Strategy for Essex</b>		
Braintree District Council responded to Essex County Council's consultation on the draft Waste Strategy for Essex which closed on 22 November 2023. The County will now review the comments and feedback, and discuss any amendments to the strategy with all the Essex authorities, before a final draft is put forward for Cabinet approval and adoption in the second half of 2024/25. This project is on track at the end of the third quarter. The end date will be revised in the fourth quarter to align with the date of the cabinet meeting at which the strategy is presented.	March 2024	

## Section 3: Managing the Business

### Our Performance Indicators in Detail

Performance Indicator	2023/24						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
<b>CONNECTING PEOPLE AND PLACES</b>							
Number of affordable homes delivered	77	90	162		63		
Cumulative number of homes granted planning permission (outline and full)	119	173	253		597		<i>Please note: Q1 figures have been revised. As a result, Q2 figures have also been adjusted. The submission of application and therefore the rate of applications granted remains unpredictable. We remain confident that several housing applications will be determined over the course of quarter 4 that will bring the number of homes granted permission closer to the annual target for this year, however it may not be reached given changes in the market caused by cost-of-living issues. Also, the anticipated submission of some large applications to the Council have not yet been received.</i>
<b>ENHANCING OUR ENVIRONMENT</b>							
Percentage of household waste sent for reuse, recycling and composting	54.14%	53.88%	46.87%		60%		<i>The recycling target is an aspirational target set by the Essex Waste Partnership. At the time of writing, the outturn figure is awaiting validation by ECC. Total tonnage of recycling collected in the third quarter was lower than in the second quarter by 2,088 tons (25%). This is due to the suspension of garden waste collections during the winter, which has led to a lower percentage of recycling compared to previous quarters and target.</i>
Kilograms of residual household waste collected per household	108kgs	108kgs	101kgs		117kgs		
Percentage of accessible non-hazardous fly tips on public land cleared within 24 hours of being reported (number of flytips in brackets)	100% (309)	100% (323)	100% (236)		100%		
Number of residents assisted in installing energy saving measures	Annually reported						
<b>SUPPORTING OUR COMMUNITIES</b>							
Percentage of Disabled Facilities Grants approved within timescale	95.35%	100%	94.64%		80%		<i>Please note: Quarter 1 figures have been revised</i>

Performance Indicator	2023/24						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
Participation levels across all our sports centres	177,126	204,842	168,300		137,154		
Participation of adults being active for 150 minutes per week	Annually reported						
Number of measures carried out through the Handyman scheme	79	69	84		n/a	n/a	
Number of homelessness cases prevented	54	67	50		n/a	n/a	
<b>PROMOTING PROSPERITY</b>							
Percentage of people in the district claiming out of work benefits rate (aged 16 – 64)	2.7%	2.7%	2.9%		n/a	n/a	
Number of new business start-ups across the district	271	269	258		n/a	n/a	
Number of businesses that have contacted us for business support	63	102	91		n/a	n/a	
<b>DELIVERING AND INNOVATING</b>							
Percentage of calls resolved at first point of contact in the Customer Service Centre	64%	60%	56%		70%		<i>The Customer Services Team dealt with 11,883 calls out of 21,268 calls at first point of contact. In the third quarter there continues to be a higher than normal volume of calls requiring a more in-depth answer, mainly relating Housing Options and Assessment calls, Planning enquiries, Environmental Services, and Council tax enquiries.</i>
Percentage of invoices paid within 30 days of receipt	98.50%	98.60%	98.28%		97%		
Number of people transacting with us online	33,995	55,634	41,222		n/a	n/a	
Time taken to process housing benefit/council tax benefit new claims	17.13 days	16.31 days	15.47 days		18 days		
Time taken to process housing benefit claim changes	2.89 days	2.69 days	2.54 days		5 days		
Percentage of Stage 1 complaints responded to within 7 working days	88.61%	94.74%	91.96%		90%		
Collection rate for Council Tax	30.50%	58.24%	83.81%		84.23%		<i>Our council tax collection target is ambitious in the current economic climate, in that we aim to out-perform</i>

Performance Indicator	2023/24						Comments
	Q1 Outturn	Q2 Outturn	Q3 Outturn	Q4 Outturn	Target for the Quarter	Status at the end of the Quarter	
							<i>the previous year. This result is only a minor deviation from target, and we continue to work to bring this back on track.</i>
Collection rate for Business Rates	30.12%	55.37%	82.9%		82.26%		

## Complaints

The quarterly complaints analysis for the third quarter of 2023/24 is detailed below. This is compared with 2022/23 figures shown in brackets. The figures represent all three stages of the complaints process.

Complaint Category	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	TOTAL
Justified	43 (40)	95 (87)	56 (45)	(57)	(229)
Not Justified	23 (61)	40 (65)	35 (32)	(39)	(197)
Partially Justified	13 (27)	17 (15)	20 (28)	(29)	(99)
Not known	0 (0)	0 (0)	1 (1)	(0)	(1)
<b>Total</b>	<b>79 (128)</b>	<b>152 (167)</b>	<b>112 (108)</b>	<b>(125)</b>	<b>(526)</b>

## Comments

The third quarter saw a decrease in complaint volumes when compared to the second quarter (-40), and a slight increase compared to last year (+4).

The majority of complaints related to operations(101), focusing on missed bin collections. Four complaints related to Customer Services, four related to Finance, one to Planning and one to Housing. One complaint progressed to stage two which related to car parking. No complaints were escalated to stage three.

Cumulatively the Council has received less complaints this year compared to the same period last year (334 vs 403, a 17% reduction).

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

In the third quarter there have been no complaints to the Local Government Ombudsman.

## Our Organisation .

The following is a selection of our people performance measures:

People: Indicators of Performance	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Change on previous period	Yearly Target
Total headcount	482	489	502		+ 13	-
Total staff FTE	435.98	444.29	457.18		+ 12.89	-
Level of employee turnover	3.94%	1.84%	1.99%		+ 0.15	-
Number of leavers	19	9	10		+ 1	-
Number of starters	15	16	23		+ 7	-
Working days lost to sickness per employee*	1.34 days	1.73 days	5.87 days*		-	8.0 days
Percentage of staff with nil sickness	84.56%	68.30%	55.18%		Cumulative	-
Number of learning hours	1078	617	751		+ 134	-
Number of delegates	200	235	347		+ 112	-
Number of apprentices **	19	20	20		-	-

Year on Year Headcount Analysis	2017/18	2018/19	2019/20	2020/21	2021/22	2023/24
	466	481	492	499	492	486

\* From the third quarter, the council has moved to reporting working days lost to sickness on a rolling 12 month basis, to allow a more meaningful comparison going forward.

\*\* BDC's apprenticeship programme runs throughout the year. The figures reflect various apprenticeships ranging from level 3 through to a degree level 6

## **Health & Safety**

The following is a selection of our health and safety performance measures. The data is for information purposes only.

Health and safety is a crucial responsibility of everyone within the organisation. This information is used to improve the management of health and safety of staff, our customers, residents and other non-employees we come into contact with. Monitoring is undertaken by the corporate health and safety committee and action plans will be put in place where necessary.

<b>Health &amp; Safety: Indicators of Performance</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
	<i>(2022/23 figure in brackets)</i>				
Total number of reported accidents/ incidents, calculated from:	13 (13)	22 (5)	12 (15)	(13)	
<i>Accidents/ incidents to employees</i>	12 (12)	22 (5)	9 (15)	(13)	<i>Trapped finger between bin and tail whilst moving bin, slipped on pallet, injured hand whilst moving bin as bin was broken and hurt finger, injuring back as explained below, cut knee with hedge cutter, walked into a sign, slipped whilst pushing leaves, 2 verbal incidents as explained below.</i>
<i>Accidents/ incidents to contractors</i>	0 (0)	0 (0)	0 (0)	(0)	
<i>Accidents/ incidents to non-employees</i>	1 (1)	0 (0)	3 (0)	(0)	<i>Councillor slipped down stairs. Same person on 2 separate occasions threatened to commit suicide.</i>
Time lost in days due to employee accidents/ incidents	14 (37)	9 (35)	45 (16)	(1)	<i>RIDDOR- in storage cupboard objects fell and to protect themselves, turned fast to push away and injured back. Continued to work until later on in the day until realising they couldn't continue, this was for 38 days. The accident for slipping over on leaves was 7 days.</i>
Number of reported verbal/ physical incidents to employees	1 (3)	4 (2)	2 (1)	(5)	<i>Verbal abuse over the phone, gesture from member of public was physical using the gun gesture to staff.</i>
Number of near miss incidents	2 (1)	1 (1)	0 (2)	(0)	
Number of Accidents/ incidents registered resulting in insurance/ compensation claim	2 (2)	1 (1)	1 (0)	(0)	
Number of claims settled	0 (4)	1 (0)	3 (1)	(1)	

## Financial Performance -Third quarter and end of year projection:

### Background

Full Council agreed a net budget of £17.6m. During the year budgets may be updated in accordance with the Council's Budget and Policy Framework Procedure.

On 11 December 2023, Full Council approved a budget transfer of up to £600k between Treasury Management income and all service staffing budgets to offset the in-year additional cost of the April 2023 pay award settlement. Full Council also approved the allocation of up to £300k for the Council's own legal costs relating to appeals against the use of the former Wethersfield air base for an asylum centre, costs to be met from general balances. Costs awarded against the Council would be additional to the agreed spend limit.

### General Fund Revenue Spending

The table below shows the projected outturn for the year by service as forecast at the end of Q3.

Business Plan Service	Updated Budget £'000	Forecast Spend for the year £'000	Previous Variance £'000	Current Forecast Variance £'000	Current Forecast RAG Status
Asset Management	(2,810)	(2,349)	420	461	R
Community & Leisure	798	870	54	72	R
Corporate Management Plan	1,635	1,655	(6)	20	A
Economic Development	237	149	(117)	(88)	G
Environment	944	1,025	110	81	R
Finance	734	(497)	(1,375)	(1,142)	G
Governance	1,325	1,303	(18)	(22)	G
Housing Services	958	963	2	5	A
ICT & Facilities	2,045	1,898	(78)	(147)	G
Marketing & Communications	653	669	23	16	A
People & Performance	1,027	1,006	(17)	(21)	G
Operations	7,489	7,262	(104)	(227)	G
Strategic Investment	36	29	(14)	(7)	G
Sustainable Development	1,500	1,447	253	122	R
<b>Service Plan Total</b>	<b>16,571</b>	<b>15,430</b>	<b>(867)</b>	<b>(877)</b>	<b>G</b>
Corporate Financing	1,496	1,064	(393)	(432)	G
Wethersfield Legal Challenge	-	390	235	390	
Est. Impact of Proposed Pay Award	-	-	606	-	
Efficiency Savings Target	(425)	-	425	425	
<b>Net Total</b>	<b>17,642</b>	<b>17,148</b>	<b>6</b>	<b>(494)</b>	<b>G</b>

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

### **General Note:**

- **Staffing Changes** - projections are based on known changes at the end of Q3 and include allowance for changes in current vacant posts as advised by the relevant service. Vacancies and other staffing changes are likely to occur over the remainder of the year and will be reflected in subsequent updates.
- **Efficiency & Income Allowance** – the budget includes an allowance of £300k for staffing and £125k for income to reflect that historically staffing costs are lower than budget due to in-year staffing changes; and fees & charges income has overachieved budgets.
- **Wethersfield Legal Challenge** – includes an estimated £300k for the Council's own legal costs and £90k for awarded costs which are still to be confirmed.

The table below breakdowns the forecast variance:

Business Plan Service	Salaries			Other Expenditure			Gross Income		
	Updated Budget	Forecast Spend for the Year	Projected Variance	Updated Budget	Forecast Spend for the Year	Projected Variance	Updated Budget	Forecast Spend for the Year	Projected Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	594	516	(78)	1,098	1,421	323	(4,502)	(4,286)	216
Community & Leisure	771	771	0	608	640	32	(582)	(542)	40
Corporate Management	1,773	1,765	(8)	98	126	28	(237)	(237)	0
Economic Development	365	307	(58)	(128)	(158)	(30)	0	0	0
Environment	1,786	1,926	140	115	126	11	(957)	(1,027)	(70)
Finance	2,669	2,616	(53)	29,219	29,365	146	(31,153)	(32,388)	(1,235)
Governance	845	702	(143)	743	762	19	(264)	(162)	102
Housing Services	1,367	1,368	1	157	163	6	(567)	(569)	(2)
ICT & Facilities	1,012	960	(52)	1,037	942	(95)	(4)	(4)	0
Marketing & Communications	543	530	(13)	275	308	33	(165)	(169)	(4)
People & Performance	941	920	(21)	87	87	0	0	0	0
Operations	7,327	7,255	(72)	6,374	6,522	148	(6,211)	(6,514)	(303)
Strategic Investment	248	311	63	(148)	(148)	0	(64)	(134)	(70)
Sustainable Development	2,800	2,560	(240)	411	520	109	(1,711)	(1,458)	253
<b>Service Plan Total</b>	<b>23,041</b>	<b>22,507</b>	<b>(534)</b>	<b>39,946</b>	<b>40,676</b>	<b>730</b>	<b>(46,417)</b>	<b>(47,490)</b>	<b>(1,073)</b>
Corporate Financing	602	634	32	2,703	2,560	(143)	(1,809)	(2,130)	(321)
Wethersfield Legal Challenge	-	-	-	-	390	390	-	-	-
Efficiency Savings Target	(300)	-	300	-	-	-	(125)	-	125
<b>Net Total</b>	<b>23,343</b>	<b>23,141</b>	<b>(202)</b>	<b>42,649</b>	<b>43,626</b>	<b>977</b>	<b>(48,351)</b>	<b>(49,620)</b>	<b>(1,269)</b>

## Commentary on Main Service Variances (+Adverse/ -Positive)

### Asset Management

- Higher cost of interim management arrangements and additional surveyor to complete outstanding rent reviews (+£116k).
- H120 Business Park – estate management expenditure (+£54k).
- Victoria Square – additional site operating costs (+£124k) primarily due to unrecoverable service charges for void units, the bus park, and Eastlight service charge cap. Other costs include a backdated business rate adjustment and increased insurance premia. Reduced lease rent income due to void units (+£64k).
- Net underspend on the plaza (-£23k) primarily due to staffing underspends (-£194k) which offsets lower income from the Hatchery and Makerspace compared to the original business plan (+£154k).
- Causeway House - £31k of reduced income due to un-let vacant space. Cost in relation to PARC building in order to bring back the property into reasonable condition for re-occupation (+£16k)
- Additional cost of Industrial sites from back-dated rents paid for industrial units that are sub-let (+£41k), higher running costs including utilities and business rates across the property portfolio (+£62k), Net increase in rental income from industrial units following rent reviews negated by vacant units (-£34k)

### Community and Leisure

- Casual bookings at the Town Hall lower than forecast (+£42k) partly due to groups diverting to other venues. This is partially offset by an increase in wedding income (-£20k).
- Extra cost on interim strategic leisure management (£47k)

## **Economic Development**

- Economic Development is part funded from reserves. The budget assumed £208k reserve drawdown and the latest forecast position is £88k. The difference is reflected in a movement in earmarked reserves shown under corporate financing. Variance due to change in assumptions on when staffing posts will be occupied (-£58k) and reduction in other expenditure (-£30k).

## **Environment**

- Building Control net additional agency staff costs incurred due to difficulties in recruitment combined with continuing high service demand (+£189k), partially offset by additional income generated from a new fees and charges schedule introduced for non-statutory ancillary building control services (-£53k).
- Net underspend from vacancies within Environmental Protection and Carbon Management Unit (-£48k)

## **Finance**

- Net underspend on employee costs due to vacancies, reduced hours and staffing starting at lower scale points than budget (-£52k).
- Local tax and housing benefit cost recoveries are lower than budget reflecting recent outturns (+£91k). The cost-of-living is considered to be impacting recovery as most of the liabilities relate to low-income households.
- External audit fees in relation to Housing Benefit subsidy claim (+£40k).
- Housing Benefits net cost of benefits paid (+£72k) – due to an increasing number of claimants in temporary/ bed & breakfast type accommodation used by Housing; and higher rents charged in supported housing schemes.
- Unbudgeted new burdens funding in relation to DWP grants and Energy Rebates / Household support payments (-£79k).
- Treasury Management investment income due to higher interest rates / cash balances net of cost of provision for S106 contributions (-£1.2m). The variance is against the updated budget after the virement approved by Full Council.

## **Governance**

- Difficulties with recruitment in legal services has led to underspends in the first half of the year (-£147k), partially offset by extra costs incurred via the Local Legal Partnership (LLP) where capacity has been provided (+£26k). Spend for the remainder of the year is expected in line with budget as further attempts are made to recruit into vacant post or agency staff or the LLP is used.
- Land charges income from residential searches is projected to be lower than budget (+£85k) which reflects the slowdown in housing activity; however, this is partially offset from extra income from commercial searches and a reduction in payments to ECC (-£24k) for their input to searches.

## **ICT & Facilities**

- Corporate ICT systems maintenance (-£54k) and staffing variances (-£51k).
- Causeway House maintenance is projected be overspent (+£42k) whilst energy costs are forecast to be lower than budget (-£84k).

## Operations

- Net saving projected on staffing costs due to vacancies (Net -£72k).
- Other expenditure is lower across waste management and street cleansing due a combination of a reduction in the market price of diesel; and changes in tonnages of material collected; diversion of waste disposal to alternative site from Cordons Farm; lower costs in relation to Bartec in-cab system, offset by additional vehicle hire and maintenance costs. (Net +£133k)
- Other expenditure variances across Operations (+£30k) include: provision for additional dilapidation costs at Unit 4 (£26k); and lower revenue impact of the replacement of recycling caddies (-£25k); and non-achievement of saving from transfer of community assets (£29k).
- A reduction in income from dry recycling material due to a combination of less tonnage being collected and sharp fall in market price has been offset by higher income from glass where market prices remain higher than allowed in the budget. (-£62k)
- Increase in income due to higher demand for the bulky waste collection service (-£50k)
- ECC recycling credits are lower due to reduced tonnage being collected (+£101k).
- Increase in waste management income under the Inter-Authority Agreement from ECC (-£80k) due to annual inflationary adjustment from ECC.
- Income from Interments and other related income is higher partially offset by increased costs (-£42k)
- Horticultural & Plant Workshop additional income (-£36k) from external contracts following a re-pricing exercise.
- Green Waste Charging net income from the new subscription service which starts in early March 2024 (-£81k)
- Car parking income net variance (-£50k) reflecting usage continuing to improve with income around 7.5% higher than the same period last year, offsetting the delay in the implementation of the new parking tariffs. Running and maintenance costs are higher including the statutory Parking Order (£48k)

## Sustainable Development

- Staffing variance due to current vacancies within the service in relation to the enforcement roles (+£153k)
- Additional costs from external contractors and ECC to cover staff shortages in Landscape services, consultancy, and reactive tree maintenance (+£104k) negated by vacancies within the service (-£67k)
- Overall, planning income is forecast to underachieve by £260k. A shortfall of planning application income is forecast (+£345k) after making allowance for the recent uplift in statutory fees by government. Several major applications are expected to be received for which some allowance has been made; and if all are received in the current year this would improve the position for quarter 4. Planning Performance Agreement income is projected to exceed budget by (-£140k), partially offset by lower Pre-application income (+£60k). Application income can be variable, and a small number of major applications can have a material impact.

## Strategic Investment Team (SIT)

- Staffing cost higher than allowed in the original budget to reflect the arrangements for interim staff with partial mitigation through a vacancy. Staff time charged to capital projects is higher than was originally assumed. The net variance is offset by a reduction in use of reserves shown under corporate financing.

## Corporate Financing

- Council Tax sharing agreement – Council Tax collection performance for the Council and across other Essex authorities over Quarter 3 results in a forecast for the year that is better than baseline leading to an increase in share-back from preceptors (-£360k). The position is subject to collection performance achieved in quarter 4.
- Staff time charged to capital projects from service project managers is expected to be less than the budget allows based on recent quarter timesheet information (+£40k).
- The Council's higher cash position has resulted in delaying the need to externally borrow and instead use internal cash balances in the short term (-£175k).

## Capital Programme

Capital programme totals £13.6m (excluding prior year spend) of which £6.9m is profiled into the current year:

	Budget Profiled 23/24 £000	Actual Spend 23/24 £000	In-year Variance 23/24 £000	Slippage (-or deduction from future budget) £000	Forecast Project Variance 23/24 £000	Expected Remaining Spend 23/24 £000
Horizon 120 Business Park infrastructure	501	200	301	-145	0	156
Horizon 120 - The Plaza	282	0	282	-112	-107	63
Manor Street regeneration	142	0	142	-48	-62	32
Witham Community Centre	200	10	190	-150	0	40
Town Centre improvements	619	29	590	-555	0	35
Industrial estate improvements	46	22	24	0	0	24
Property planned maintenance	473	313	160	0	-2	158
Information technology systems & equipment	630	288	342	-185	-7	150
Community facilities, play areas, parks & open spaces	996	479	517	-323	0	195
Cemetery improvements	95	91	5	0	0	5
Paths, cycleways, and other infrastructure	77	39	38	0	0	38
Operational equipment	486	173	314	-95	-30	188
Sports and leisure facilities improvements	342	21	321	-321	0	0
Climate change initiatives	101	0	101	49	0	150
Shared / Rural Prosperity Fund	180	20	160	-147	0	13
Housing renovation & disabled facilities grants	1,427	1,122	306	0	0	306
Capital salaries	351	282	69	0	-15	54
<b>Total</b>	<b>6,948</b>	<b>3,087</b>	<b>3,861</b>	<b>-2,032</b>	<b>-223</b>	<b>1,607</b>

## Changes to programme since last report

- The profiled spend has increased by £134k from that reported at the previous quarter due to the approval of an additional £100k to the budget for infrastructure works at the Lakes depot for electric vehicles.
- £2m programme slippage has currently been identified which is now anticipated to be spent in 24/25. The budget for climate change initiatives has been reprofiled as per comment above giving a higher expected spend in the current year.
- There is currently a projected underspend in the programme totalling £223k.

## Programme risks

- Horizon 120 serviced land plot sales are still to be completed, and surveying work is being undertaken on the options and potential cost of removing excess soil from the H120 site.
- Construction inflation and other pricing risk on projects including Witham community facility.

## Capital resources generated

- Eastlight Agreements: Right-to-Buy sales – only 4 sales have been completed by the end of the third quarter generating £376k. A further 12 applications are in progress; however, with the higher interest rates, together with wider economic uncertainty, sales have slowed down. Receipts from the VAT shelter total £259k.
- Better Care Funding of £1.15m received which funds the disabled facilities grants programme.
- The Council was allocated £33k & £148k of capital grants for its Shared Prosperity Fund and Rural Prosperity Fund investment plan, respectively.
- Additional funding of £642k has been received from SELEP for the Horizon 120 Plaza building – as funding is conditional this has been applied to reduce the overall borrowing requirement on this project.
- Other minor receipts totalling £87k.

## Treasury Management

### Investment activity

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

Amount Invested at start of the year	Activity for the year		Amount Invested at end of December
	New Investments	Investments Matured	
£47.1m	£104m	£82.0m	£69.1m
Average amount invested for the year to date			£69.1m
Highest amount invested in the year to date			£77.3m

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

Dividend income earned to the end of the quarter was £758k and interest on short-term investments was £1.835m, a total of £2.505m, or an annualised return of 4.83%.

The market value of shares and units in long-term pooled funds at the end of the quarter was £21.1m, representing an unrealised gain of £2.1m over the amount originally invested.

### General Fund Balances

General Fund balances are held for the following reasons:

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

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

<b>Balance at 1 April 2023</b>	<b>£'000</b>
	<b>8,093</b>
Addition/(deductions):	
Budgeted reduction	(644)
Funding for one-off investment / costs	(321)
Forecast variance	494
<b>Sub-total Net Budget Variance</b>	<b>(471)</b>
<b>Est. Balance at 31 March 2024</b>	<b>7,622</b>

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

- The Budget for the year was approved based on using balances of £644k.
- An anticipated reduction in balances for the initial net operating costs of the Plaza (£121k), Green waste implementation Costs (£200k),
- The projected budget variance for the year is a positive variance of £494k.