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Chief Executive

CABINET AGENDA

Date: Wednesday 21st September 2016

Time: 7.00pm

Venue: Council Chamber

This meeting will be webcast live on the internet.

Membership:

Councillor Riley	Chairman - Leader of the Council
Councillor Stanley	Finance and Resources
Councillor Dick	Health & Wellbeing
Councillor Mrs Egan	Homes and Customer Engagement
Councillor Howard	Waste, Floods and Water Management
Councillor Isaacs	Neighbourhoods, Safer Communities and Leisure
Councillor Sharp	Strategic Partnership Working
Councillor Skipp	Environment, Street Scene & Halls
Councillor Smith	Regeneration & Business Liaison

Cabinet Enquiries:	John Riley Ext 2417/Ann Horgan ext. 2413
Reference:	3/2016/2017
Publication Date:	Tuesday 13th September 2016

**AGENDA
PART I
(Business to be taken in public)**

1. Apologies

2. Members' Interests

3. Minutes

To approve the Minutes of the meeting held on 20th July 2016.

4. Forward Plan

To review the Forward Plan

5. Public Health and Wellbeing

5(a) Police and Crime Plan 2016-2020 – Draft for Consultation

6. Environment

6(a) “New” Paddling Pool, Concord Beach – Report on Tenders

(Report of the Chief Executive)

6(b) Garden Waste Collection Service – Report from Environment PSC

(Report of the Cabinet Member for Waste Floods and Water Management)

6(c) Notice of Motions Referred from Council

(Report of the Cabinet Member for Waste Floods and Water Management & Cabinet Member for Environment, Street Scene and Halls)

7. Transforming Our Community

7(a) Housing Report

(Report of the Cabinet Member Homes and Customer Engagement)

8. Efficient and Effective Customer Focused Services

8(a) Financial Update report

(Report of the Cabinet Member for Finance and Resources)

8(b) Budget and Policy Framework for 2017/18

(Report of the Cabinet Member for Finance and Resources)

8(c) Corporate Plan

(Report of the Leader of the Council)

8(d) Corporate Scorecard Quarter 1 2016/17

(Report of the Cabinet Member for Finance and Resources)

9. Matters to be referred from /to Policy & Scrutiny Committees

10. Matters to be referred from /to the Standing Committees

PART II

(Business to be taken in private)

(Item to be considered with the press and public excluded from the meeting)

There were no items known at time of preparation of the agenda.



CABINET

20TH JULY 2016

PRESENT:

Councillor Riley, Chairman	Leader of the Council
Councillor Stanley	Finance and Resources
Councillor Dick	Health and Wellbeing
Councillor Mrs. Egan	Homes and Customer Engagement
Councillor Howard	Waste, Floods and Water Management
Councillor Isaacs	Neighbourhoods Safer Communities and Leisure
Councillor Skipp	Environment ,Street Scene & Halls
Councillor Smith	Regeneration and Business Liaison

APOLOGIES:

Councillor Sharp.

ALSO PRESENT:

Councillors: Acott, Bayley, Blackwell, Greig, Hurrell, Ladzrie, Mumford, Taylor, Varker, Walter and N.Watson.

10. MEMBERS' INTERESTS:

Councillor Howard declared a non pecuniary interest pursuant to the Code of Local Conduct for Councillors as a member of Essex County Council and Deputy Cabinet Member (Essex County Council for Highways and Transportation) in respect of Agenda Item 6(a) Highways Maintenance and Street Lighting Responsibility.

11. MINUTES:

The Minutes of the Cabinet meeting held on 15.6.2016 were approved and signed by the Chairman as a correct record.

12. FORWARD PLAN:

To comply with regulations under the Localism Act 2011, the Leader of the Council presented a revised Forward Plan to the meeting which outlined key decisions likely to be taken within the next quarter 2016. The Plan was reviewed each month.

Under this item Councillor Howard briefed the meeting on accident reduction measures being pursued with Essex County Council, the highway

authority including installation of a continuous white line on Canvey Way following recent accidents. He asked the Cabinet support this action.

Resolved – To note and approve the Forward Plan. To support the initiatives to reduce accidents on Canvey Way

13. HIGHWAYS MAINTENANCE AND STREET LIGHTING RESPONSIBILITY

The Cabinet received a report informing Members of the current impasse that the Borough Council had reached with Essex County Council Highways Authority in relation to highways maintenance and street lighting and seeking Members' authority to the proposed way forward in an attempt to resolve the current issues.

Resolved:

1. To note the content of this report.
2. Require that negotiations continue in an attempt to resolve the current impasse with Essex County Council Highways Authority.
3. If negotiations are not successful to authorise the Head of Law to issue a notice on Essex County Council pursuant to Section 56 of the Highways Act 1980.

14. REGENERATION OF HADLEIGH TOWN CENTRE – HADLEIGH TOWN CENTRE ISLAND SITE

The Cabinet received a report updating the Cabinet on the work undertaken to date in taking forward the redevelopment of the Hadleigh Town Centre Island site, with Essex County Council, the Homes & Communities Agency and the preferred development partner Hollybrook Ltd.

Resolved:

1. To note the content of this report and the progress made in taking forward the redevelopment of the Hadleigh Town Centre Island site with Essex County Council, the Homes & Communities Agency and the preferred development partner Hollybrook Ltd.
2. To receive further update reports as appropriate project milestones are reached.

15. PLANNING POLICY UPDATE

The Cabinet received a report updating the Cabinet on a number of planning policy matters including the number of representations to the pre-submission consultation for the New Local Plan 2016 held from 16th May 2016 to 30th June 2016; the work which is currently underway relating to the evidence base and Duty to Co-operate requirements; the current status of the 'Jotmans Appeal'.

Resolved: To note -

1. The number of representations to the pre-submission consultation for the New Local Plan 2016 held from 16th May 2016 to 30th June 2016;
2. The work which is currently underway relating to the evidence base and Duty to Co-operate requirements;
3. The current status of the 'Jotmans appeal'

16. ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PERFORMANCE INDICATORS

The Cabinet considered the Annual treasury report a requirement of the Council's reporting procedures covering both the treasury activity and the actual Prudential Indicators for 2015/16.

Resolved:

1. That following scrutiny to approve the Treasury Management Activity Report for 2015/16.
2. To approve the actual 2015/16 prudential indicators (shown at Annexe D)

17. LOCAL COUNCIL TAX SUPPORT SCHEME 2017/18 - CONSULTATION OPTIONS AND ARRANGEMENTS

The Cabinet considered a report presenting the options to be consulted upon in relation to the 2017/18 Local Council Tax Support scheme; informing Cabinet of consultation arrangements and highlighting the financial implications associated with the scheme.

Resolved:

1. To approve the elements set out in paragraph 6.1 and Appendix B for consultation.
2. To note the impacts stated in Appendix C.
3. To notes the financial implications stated in section 8 of the report.

18. MATTERS TO BE REFERRED FROM/TO POLICY SCRUTINY COMMITTEES:

There were no matters.

19. MATTERS TO BE REFERRED FROM /TO THE STATUTORY COMMITTEES:

There were no matters.

Chairman



Castle Point Borough Council

Forward Plan

SEPTEMBER 2016

CASTLE POINT BOROUGH COUNCIL

FORWARD PLAN

SEPTEMBER 2016

This document gives details of the key decisions that are likely to be taken. A key decision is defined as a decision which is likely:-

- (a) Subject of course to compliance with the financial regulations, to result in the local authority incurring expenditure which is, or the savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates subject to a threshold of £100,000; or
- (b) To be significant in terms of its effects on communities living or working in an area comprising two or more Wards in the area of the local authority.

The Forward Plan is a working document which is updated continually.

Date	<u>Item</u>	Council Priority	Decision by Council/ Cabinet	Lead Member(s)	Lead Officer(s)
August 2016	<u>'New' Concord Beach – Report on Padding Pool Tenders</u>	Environment	Cabinet	Neighbourhoods, Safer Communities and Leisure	Head of Environment
Sept/Nov 2016	<u>Financial Update</u>	Efficient and Effective Customer Focussed Services	Cabinet	Finance and Resources	Head of Resources
September 2016	<u>Garden Waste Collection Service – To consider recommendations from the Environment PSC</u>	Environment	Cabinet	Waste, Floods and Water Management	Head of Environment
September 2016	<u>Housing Update Report</u>	Transforming Our Community Efficient and Effective Customer Focussed Services	Cabinet	Homes & Customer Engagement/ Finance & Resources	Head of Housing & Communities Head of Resources
October 2016	<u>Treasury Management Report – Updates</u>	Efficient and Effective Customer Focussed Services	Cabinet	Finance and Resources	Head of Resources

October / November 2016	<u>Hadleigh Regeneration Update re Island</u>	Transforming Our Community	Cabinet	Regeneration & Business Liaison	Head of Regeneration and Neighbourhoods
November 2016	<u>Local Council Tax Support Scheme 2017/18</u> Report back on Consultation options and arrangements	Efficient and Effective Customer Focussed Services	Cabinet /Council	Finance and Resources	Head of Housing & Communities Head of Resources
October 2016	<u>SEPP 4 Year Extension</u>	Environment	Cabinet	Environment, Street Scene & Halls	Head of Environment
February 2017	<u>Housing Revenue Account Rent Levels 2017/2018 Housing Capital Programme etc</u>	Transforming Our Community Efficient and Effective Customer Focussed Services	Cabinet	Homes & Customer Engagement/ Finance & Resources	Head of Resources
September 2016/ February 2017	<u>Budget and Policy Framework</u> To make recommendations to Council on the Council tax and budget setting.	All	Cabinet/ Council	Finance and Resources	Head of Resources

CABINET

21st September 2016

Subject: New Police and Crime Plan 2016-2020 – Draft for Consultation
Cabinet Member: Councillor Isaacs – Neighbourhoods, Safer Communities and Leisure

1. Purpose of Report

To inform Cabinet on the Police and Crime Commissioner's newly released Police and Crime Plan 2016-2020.

2. Links to Council's Priorities and Objectives

This report is linked to the Council's Priority Public Health and Wellbeing.

3. Recommendations

It is recommended that Cabinet notes the contents of this report.

4. Background

4.1 Roger Hirst was elected as the new Police and Crime Commissioner (PCC) for Essex in May 2016 for a four year term.

4.2 One of the PCC's roles is to publish a four year plan which sets out the policing priorities and aims for keeping Essex safe.

4.3 A draft Police and Crime Plan for Essex has been released – the PCC will be engaging with stakeholders and the public during September 2016.

The full plan was published on the PCC website www.pcc.police.uk at the beginning of September. An online public survey is also accessible from there.

The Police and Crime Plan will remain in its current draft status throughout the September engagement period, but will be capturing feedback from stakeholders and the public which will lead to an updated version in mid-

October for presentation to the Police and Crime Panel meeting on 27th October 2016. It is anticipated that the new Police and Crime Plan for Essex will come into effect in early November 2016.

4.4 The 7 policing priority areas in the new plan are:

- More local, visible and accessible policing
- Crack down on anti-social behaviour
- Be tough on domestic abuse
- Reverse the trend in serious violence
- Tackle gangs and organised crime
- Protect children and vulnerable people from harm
- Improve safety on our roads

The Cabinet Member for Neighbourhoods Safer Communities and Leisure and the Head of Licensing and Safer Places represented the Council at a strategic workshop specifically for Council Leaders and Chief Executives in August.

During September and October the PCC is hosting a series of workshops open to any partner agencies based around the seven proposed priorities and how he support victims.

- 4.5 Funding from the PCC Office to the Community Safety Partnerships (CSP) is on the basis that CSP initiatives funded contribute to the PCC priorities. The Castle Point and Rochford CSP plan has been approved by the PCC office for this purpose, and funding received.
- 4.6 The PCC will be holding a public meeting in each area throughout the year, giving residents an opportunity to have their say on crime and community safety issues with their new Police and Crime Commissioner. The meeting for Castle Point will be on Tuesday 18th October 6.30pm at Smallgains Hall, Canvey.

5. Corporate Implications

(a) Financial Implications

None

(b) Legal Implications

None

(c) Human Resources and Equality Implications

Human Resources

None

Equality Implications

None

(d) IT Asset Management Implications

None

Background Papers

Draft Police and Crime Plan 2016 – 2020 <http://www.essex.pcc.police.uk/news/say-new-police-crime-plan-essex/>

Author: Melanie Harris - Head of Licensing and Safer Places

CABINET

21st September 2016

**Subject: "New" Paddling Pool, Concord Beach – Report on
Tenders
Report of : Chief Executive – David Marchant**

1. Purpose of Report

To inform the Cabinet of action taken during recess to award the contract for the health and safety improvement works for the installation of a pontoon style walkway and associated works to the "New" Paddling Pool, Concord Beach (Canvey Island new pool (tidal))

2. Links to Council's Priorities and Objectives

The operation of the pool links with the Council's Public Health and Well Being objective.

3. Recommendation

To note the action taken to award the contract for a concrete walk way and associated improvement works to the "New" Paddling Pool, Concord Beach to the lowest compliant tender from W&H Roads Ltd in the sum of £141,320.

4. Background

At the Cabinet meeting in January 2016, Cabinet considered a report providing a more accurate estimate of costs of health and safety improvement works for the installation of a pontoon style walkway and associated works.

Cabinet agreed that an invitation to Tender documents should be published requiring commencement of improvement works in October 2016 with completion by March 2017 at the very latest; that a grant application for the shortfall in funding is submitted to the Veolia North Thames Trust.; and that a further report is submitted to Cabinet once the tenders have been evaluated

and the precise value of the works along with the outcome of the Veolia grant application was known.

5. Proposals

Tenders were invited for the construction of a concrete walkway with railings etc at the Canvey island new pool (tidal). The Tender return date was 28th July 2016. The Invitation to Tender was published on Contract Finder by the Council and let via the auspices of the Braintree Framework.

Two tenders were received:

Tender A: £141,320

Tender B: £176,659.96

The Tenders were evaluated by Keegans who had been commissioned to advise the Council on the feasibility, and indicative cost of providing a pontoon style walkway around the tidal pool as per the recommendations in the report produced by Quality Leisure Management (QLM).

The recommendations from Keegans were that Tender A from W & H Roads Ltd has sufficient experience and expertise to undertake the construction for this project as indicated in the supporting information supplied and that the tender from W & H Roads Ltd be accepted in the sum of £141,320.00 (One hundred and Forty One Thousand, Three Hundred and Twenty Pounds only.).

Keegan's report on tenders also recommended 'In order to maintain progress on the tight project programme it is essential that a contract be entered into with minimal delay. Early acceptance is critical to enable the planned 3rd October start date to be achieved. In particular, it is essential that the contractor is given at least 4 weeks notice in order to plan the works safely in accordance with the Construction (Design & management) regulations 2015.'

In order to meet the timescale agreed by the Cabinet in January and in the light of the recommendation from Keegans – the Chief Executive approved the award of the contract having consulted with the Leader and appropriate Cabinet members together with the Chairman of the Scrutiny Committee in accordance with the delegated authority given to the Chief Executive to exercise of powers relating to urgent matters under the jurisdiction of Cabinet which may arise during the August recess.

6. Corporate Implications

(a) Financial Implications

The Council has no choice but to fund works essential for health and safety purposes. Accordingly a draw down from reserves of £79k to fund the shortfall

in available budgets has been made which is reported elsewhere on the agenda.

A grant application for the shortfall in funding of £94k was made to Veolia North Thames Trust determination of the application was deferred in view of the changes to the arrangements to absorb the Veolia North Thames Trust in to the Veolia Environmental Trust. It was not possible to secure the funding through from the Veolia Environmental Trust due to the need to commence the project before the next meeting of the Trustees in December.

(b) Legal Implications

The Health and Safety at Work etc Act 1974 requires the Council to do all that is reasonably practicable to minimise the risk of injury to users of the facility. Consideration of what is reasonably practicable is based on an assessment of the severity of risk and the cost of the control measure.

With a facility of this nature there will always be an element of risk as it is impossible to remove all the hazards associated with its use without removing the facility completely.

It was reported previously that the works to be undertaken will improve the safety of the facility in the longer term.

Officers will work closely with Quality Leisure Management (QLM), the Council's leisure health and safety advisor in order to ensure that risk to members and public during the construction works is minimised as far as is reasonably practicable.

(c) Human Resources and Equality Implications

There are no human resources or equality implications associated with this report.

(d) IT and Asset Management Implications

Dealt with under legal implications. There are no IT implications

7. Timescale for implementation and Risk Factors

The risk reduction works will commence in October 2016 and take approximately twelve weeks to complete but will be dependent on weather and tidal conditions and any other unforeseen issues associated with the project.

8. Background Papers

Report Item 6(a) Cabinet 20.1.2016
Keegans Tender Report August 2016

Report Author:

Ann Horgan – Head of Civic Governance

CABINET

21st September 2016

Subject: Garden Waste Collection Service – Report from Environment PSC

Cabinet Member: Councillor Howard – Waste, Floods and Water Management

1. Purpose of Report

To consider the recommendations of the Environment Policy and Scrutiny Committee following its deliberations regarding the implications of introducing a chargeable wheeled bin collection service for garden waste.

2. Links to Council Priorities and Objectives

Environment

3. Recommendations

(1) That Cabinet notes the work of the Environment Policy and Scrutiny Committee and endorses its recommendations that;

- (a) The Council cease the delivery of one free roll of corn starch sacks for garden waste to each household each year;**
 - (b) Residents be offered the option to purchase better quality cornstarch sacks at £5 per roll of 20 sacks and/ or subscribe to a chargeable 240 litre wheeled bin collection service at an annual cost of £30;**
 - (c) Food waste and garden waste continue to be collected weekly throughout the year; and that**
 - (d) Food and garden waste cease to be comingled on collection.**
-

4. Background

Currently garden waste is collected in corn starch sacks. One roll of 20 sacks is delivered free of charge each year to every household. Additional rolls of sacks can be purchased at a cost of £3.50 from various outlets across the Borough, principally libraries and the Council's two leisure centres. Corn starch sacks are used because they are compostable and unlike biodegradable sacks, decompose in a relatively short period of time.

At its meeting on 15 June 2016 Cabinet agreed:

1. To refer the proposal to introduce a chargeable wheeled bin garden waste collection service to the Environment Policy and Scrutiny Committee (Committee) for further consideration; and
2. That the Committee consider the implications of introducing a chargeable wheeled bin collection service and report back their recommendations to a future meeting of Cabinet

The Committee subsequently held three meetings to consider the proposed service change.

At the first session the Committee looked at the current waste collection service (all waste streams), collection methodology and reprocessing of food and garden waste by in vessel composting. It also considered the key drivers for change which included:

- The £1.1m budget gap in 2018/19, and that a subscription wheeled bin service would bring in additional income towards reducing this gap and therefore help to protect all Council services;
- The vehicle replacement programme – several vehicles require replacing so it is an opportune time to consider a service change;
- Public dissatisfaction with the quality of the cornstarch sacks that the Council provides;
- Feedback from members of the public who would like a wheeled bin; and
- The additional costs incurred by the Waste Disposal Authority (Essex County Council) in reprocessing food and garden waste comingled.

The Committee considered the advantages and disadvantages of 3 collection options:.

- Option 1: maintain the current status quo;
- Option 2: provide a chargeable wheeled bin service only and cease provision of cornstarch sacks, and
- Option 3: provide a hybrid option i.e. continue to provide free roll of corn starch sacks but offer in addition option to subscribe to a chargeable wheeled bin service.

The general consensus was that the cornstarch sacks currently used are not fit for purpose and their use needs to be reviewed; that consideration be given to ceasing the supply of free cornstarch sacks and offering for sale better quality sacks; that wheeled bins should not be imposed on all households and that sacks should still be available for those who want them; and that better promotion of home composting is needed.

At its second meeting, the Committee considered two further collection options which were developed based on the comments made at the first session, i.e.

- Option 1A: status quo enhanced - Cease provision of free cornstarch sacks and offer better quality sacks for sale, and

- Option 3A: hybrid enhanced option - Cease provision of free cornstarch sacks and offer better quality sacks for sale plus offer residents the option to use a wheeled bin, with an annual charge.

The Committee looked in depth at the wide range of garden waste collection services currently provided by other Essex authorities, some of which were chargeable, some not. It was noted that Harlow charges £96 per annum for a wheeled bin whilst others still provide a free service. Some authorities collect garden waste weekly, others fortnightly. In conclusion it was found that there is no overall consistency across Essex.

The Committee also looked at ways this Council could better promote and signpost residents to the ECC home compost bin scheme.

Samples of two better quality sacks (VGS3/VGS5) were examined alongside the cornstarch sack the Council currently uses. The Committee agreed that the VGS3 sack which can be filled with garden waste for up to three weeks before it starts to decompose was its preferred sack as it provided better value for money compared with the VGS5 sack which although even stronger and can store garden waste up to five weeks before it starts to decompose, was approximately double the price of the sack we currently use.

The Committee having considered the relative cost of all five options, i.e. 1, 1A, 2, 3 and 3A, agreed that option 3A was its preferred choice and that therefore it would like the Council to:

- Change/enhance the garden waste collection service currently offered to residents;
- Offer for sale a higher specification sack and cease the provision of free sacks;
- Offer a chargeable wheeled bin option; and
- Offer a chargeable wheeled bin plus the option to purchase better quality sacks.

At its third and final meeting, the Committee considered the budget implications of option 3A. The calculations were based on:

- Food and garden waste being collected weekly in separate vehicles throughout the year;
- Use of better quality sacks – at a sale price of £5 for a roll of 20, and
- Providing a 240l wheeled bin to subscribing households at an annual subscription charge for wheeled bin - £30 or £40.

It was noted that income received would be dependent on the participation rate for the wheeled bin service, and some costs would also increase at higher bin participation rates. Service costs and income were calculated for participation rates ranging from 10% up to 50%. Based on experience from other local authorities who have introduced a chargeable wheeled bin collection service, a participation rate of 30% is realistic and achievable.

The Committee's preference was for a £30 annual charge.

Residents with large gardens would be able to use more than one bin if they so desired. Persons not wishing to subscribe to the wheeled bin collection

service would have the choice of home composting, taking their garden waste to the Recycling Centre for Household Waste or presenting their garden waste for collection in better quality corn starch sacks purchased from various outlets across the Borough. The Committee noted that there was potential for residents to purchase cornstarch sacks on line and this would be investigated further.

5. Corporate Implications

(a) Financial Implications

The Council's current annual net budget, excluding recharges, for the collection of co-mingled organic waste is **£119k**. This includes the annual contribution from Essex County Council for the collection of food waste under the terms of the 25 year Inter Authority Agreement (IAA), which would continue if the Council switched to de-mingled collection of food and garden waste.

It should be noted that the earlier budget calculations presented to the Committee assumed that the Council would receive composting credits from ECC; however ECC has subsequently confirmed that this will not be the case. This treatment is consistent with other Councils who have introduced or made changes to their recycling collections since the commencement of the IAA.

The service costs will depend on the number of households participating in the scheme. The table below sets out the estimated total costs of de-mingled collection of food and garden waste for a range of possible garden waste participation rates (participation levels in food waste recycling are not expected to change).

Wheeled Bin participation rate	10%	20%	30%	40%	50%
Garden sack participation rate	90%	80%	70%	60%	50%
Number of vehicles / crews required (see note 1)					
• Food collections	4	4	4	4	4
• Garden collections	4	4	4	5	5
Year 1 net cost of de-mingled collection (excluding recharges) (see note 2)	£196k	£188k	£179k	£285k	£277k
Ongoing net cost / (income) of de-mingled collection (excluding recharges)	£106k	£7k	(£92k)	(£76k)	(£175k)
Ongoing costs – current co-mingled scheme (excluding recharges)	£119k	£119k	£119k	£119k	£119k
Ongoing saving compared to net cost of current scheme	(£13k)	(£112k)	(£211k)	(£195k)	(£294k)

Note 1 - The Council currently operates five freighters for the existing co-mingled collection, each with a crew of three staff. Switching to a de-mingled

scheme would require four freighters and associated crew for garden waste. An additional vehicle and crew would be required if participation exceeded 40% because of the increased time taken when collecting from wheeled bins compared to sacks, and this has been factored into the calculations. Four additional, smaller specification vehicles would be required for the separate food collection service, each with a crew of two.

Note 2 – Costs in the first year would be higher due to the cost of purchasing the new bins. An allowance has been made in the ongoing figures for a small level of additional new bins.

Allowances have been made in the costings for the possibility that some garden waste would not be collected due to residents taking it to the Recycling Centre for Household Waste and/or home composting to avoid the additional cost of purchasing sacks or subscribing to the wheeled bin service.

The figures are also based on confirmation from ECC that this service change will not lead to a reduction in the IAA Revenue payment based on the delivery of the performance assumptions modelled. These figures also assume that composting credit will not be paid for garden waste.

It is anticipated that ECC will benefit from reduced disposal costs if food and garden waste is collected separately.

The IAA Revenue payment from ECC covers the cost of the food collection service. ECC has confirmed it will not cover any additional cost of collecting garden waste separately if the income generated from charging exceeds the cost of delivering the new service. We have therefore agreed with ECC that no additional support is required if a chargeable green waste service is rolled out.

(b) Legal Implications

The Controlled Waste Regulations permit local authorities to make a charge for the collection of garden waste; the legislation supports the user pays philosophy.

The Inter Authority Agreement which sets out the funding the Council receives for providing a food collection service remains intact. Under the terms of the IAA, any service change requires an ad hoc review and agreement from partner authorities before any changes can be implemented.

There is an EU target for the UK to recycle at least 50% of household waste by 2020. In 2014/15, the Council's recycling rate was 52.33%. The recycling rate for 2015/16 is yet to be confirmed but it is likely to be 47.8% because of the contamination issues encountered earlier in the year. However, the mechanical biological treatment facility at Courthauld Road has a front end sorting process which recovers further material for recycling from the black sack waste we deliver to the facility. Overall, the Essex Waste Partnership recycling rate for 2015/16 is likely to be in the region of 52.4%.

(c) Human Resources and Equality Implications

Additional staff will be required to collect food waste and garden waste separately and to administer the chargeable wheeled bin collection service. The budget calculations take these additional staff costs into account.

6. Timescale for implementation and Risk Factors

Implementation will be dependent on lead in times for the purchase and delivery of vehicles, bins, etc Procurement and communication activities regarding the new service will commence in October 2016, with the new service being implemented from April 2017. The new better quality cornstarch sacks will be made available for purchase once the existing stock of cornstarch sacks has been used up. This is likely to be before April 2017.

Take up of the new chargeable wheeled bin garden waste service is difficult to predict and is a risk factor but experience from other authorities who have implemented similar schemes suggests that the scheme will be popular and as stated above it is considered that a 30% participation rate is realistic and achievable.

It has been assumed that the tonnage of material collected through the new scheme will be the same as currently collected. However, potentially the amount may fall if residents decide to home compost or take their garden waste to the Recycling Centre for Household Waste rather than incur additional costs. Conversely, the amount collected could increase if residents decide to use the new collection service rather than home compost or take their garden waste to the Recycling Centre for Household Waste.

Any change in resident behaviour could impact on the Council's recycling rate but the overall impact on the recycling rate of the Essex Waste Partnership is not likely to be significant. If however there was a sizeable increase in overall tonnages recycled this could have a considerable impact on recycling costs incurred by Essex County Council, and could also mean Castle Point would need additional staff and vehicles.

Report Author: Trudie Bragg, Head of Environment

Background Papers: None

CABINET

21st September 2016

Subject: Notice of Motions Referred from Council

**Cabinet Member: Councillor Skipp - Environment, Street Scene & Halls
Councillor Howard - Waste, Floods and Water
Management**

1. Purpose of Report

To report on the Motions to Council on 27 July 2016 which were referred without debate in order for the Cabinet to consider whether to report on the on the impact of the propositions contained in the Motions in view of the potential impact on the Council's expenditure.

2. Links to Council's Priorities and Objectives

The motions to Council link with the Council's corporate plan priority "Environment".

3. Recommendations

To note the information contained in this report and refer the report to Council.

4. Motions to Council

- 4.1** *"The UKIP Group would like it known that many of the pavements and roads throughout the borough are in a poor state of repair and that currently there are many weeds, grass and suchlike growing out of control in the pavements and gulleys and cracks; these will only continue to further damage the roads and pavements. Can we therefore request that a thorough cleansing and removal of all debris and growth in our roads and pavements throughout the borough take place at the earliest opportunity?" (Cllr Varker, seconded by Cllr Bayley).*

ECC as the Highways Authority is responsible for all matters relating to the maintenance of the highway and this includes the removal of weeds. The Borough Council has a legal duty to ensure the public highway is kept clean and free from litter and detritus.

Weed control in the Borough is managed through the process of weed spraying which is undertaken by Essex Highways, and either sweeping or removal of weeds by hand which is undertaken by the Council's Street Cleansing Contractor and our Highway Ranger Team respectively. Weed removal is easier to achieve when the weed is dead, following the weed spraying process.

Essex Highways weed spraying regime provides for the spraying of the kerb edge and back edge of the public highway three times per year. It does not include the spraying of pavements or road surfaces. Our own observations are that weed spraying is not programmed taking into consideration ground or weather conditions.

The weed spraying process and programme used by Essex Highways is not robust enough to deal with the level of weed growth in the Borough and concerns about the effectiveness of the weed spraying regime have been raised with ECC officers.

This Council, via its street sweeping activities and the Highway Rangers, will continue to remove weeds where we are able to. The Council will continue to look at ways of improving our processes in an effort to ensure a cleaner and safer Borough.

As the prime responsibility for the proposition in this Motion rests with Essex County Council it is suggested that this Motion be referred to the County Council for attention.

4.2 ***“Canvey Island Independent Party calls upon Castle Point Council to reinstate the disabled parking bays outside the entrance of Waterside Farm Leisure Centre”. (Cllr Blackwell, seconded by Cllr Neville Watson).***

Prior to the refurbishment of the Waterside Farm leisure Centre, disabled bays were provided at the front of the leisure centre. To access these bays users were provided with a fob in order to access the barrier control area. The arrangement was problematic because fobs were often lost (and were expensive to replace) or passed on inappropriately to third parties. The dropped kerbs in this area are located in between the marked coach bays so accessing them was less than ideal when coaches were parked in the parking bays.

When the leisure centre was refurbished the disabled parking bays were moved to the publically accessible area of the car park adjacent to the fitness suite. A dropped kerb was installed adjacent to each disabled bay giving direct access onto the footpath leading to the entrance to the centre without the need to negotiate traffic movements. Locating the disabled bays in this location means that all blue badge users are now able to use them, unlike the previous arrangement whereby only those members issued with fobs could use them.

A customer satisfaction survey was undertaken earlier this year and there were no adverse comments received about parking provision for disabled users of the Waterside Leisure Centre at that time. Any user of the facility who has any specific difficulties accessing the centre should speak to centre staff who will do their best to accommodate their needs.

There have recently been issues with some non blue badge holders parking in the disabled bays which the Centre staff are seeking to address with the assistance of the South Essex Parking Partnership.

The parking at the front of the building is reserved for staff and coach parking and deliveries to the centre. Many of the Leisure Centre staff start work early in the morning and finish late at night. The staff car park is located at the front of the building for the safety of those staff.

Consideration has been given to moving the disabled bays back to the front of the building but all things considered the current arrangements are deemed to be the safest and most appropriate.

In any case, it would be difficult to justify the cost of relocating them which would require additional expenditure based on the feedback from users of the centre.

- 4.3 ***“We the Canvey Island Independent Party call upon Castle Point Council to look at the rubbish collections Calendar with a view to changing the collection dates to bring the side roads in line with the main roads. For example, Link Road's black collection day is the side road's pink collection day. I feel that if these collection days are brought in line to one colour it will stop the confusion on what colour/ what week”. (Cllr Mrs Grace Watson, seconded by Cllr Mrs Sach).***

It is inevitable that there will always be areas where one round finishes and another starts which potentially can lead to confusion. The refuse rounds will be reviewed as part of the wider operational changes to the waste management service. It is acknowledged that the Link Road area is particularly problematic and it will be our intention to ensure that the collections from the properties on Link Road and the adjoining side roads are aligned. Any changes will be communicated to residents by a variety of means in due course.

As the proposition in this Motion is the subject of a service review, the Motion is being addressed.

4.4 *“We the Canvey Island Independent Party call upon Castle Point Council to explain why the grass cutting in the Borough has not been cut regularly for some time, also why the weeds have been left to grow out of control. This has made our area’s look untidy and an eyesore”. (Cllr Neville Watson, seconded by Cllr Mrs Grace Watson).*

The responsibility for the cutting of grass verges on adopted highways rests with ECC as the Highways Authority. They pay this Council £28k each year for the cutting of grass verges on adopted highways. This contribution is not inflation linked. It is intended to cover the cost of approximately 1.5 cuts per year in order to ensure sight lines are not obscured and do not cause road safety issues. This Council subsidises the service to the tune of £256K each year in order to achieve a grass cutting regime which is more acceptable to local residents.

Pinnacle, the Council's Grounds Maintenance and Street Cleansing Contractor is contracted to maintain grass verges at no higher than 100mm. To do this they aim to cut each road in the Borough on a three weekly basis. As part of their continuing improvements to the service they introduced annualised hours this year with staff working more hours in the summer and less hours in the winter to ensure that more resources are available during the peak period for grass growth. They have also made some changes to the grass cutting rounds. Overall these have been successful and have resulted in more cuts being undertaken this year than in previous years of the contract.

It is recognised though that some further round amendments are required as one round in particular struggled to complete its work schedule within the allotted time. However it should be noted that the weather conditions this spring and early summer provided the ideal conditions for rapid grass growth and therefore made adherence to the grass cutting schedules even more challenging than usual.

There will be a review of this year’s arrangements at the end of the summer to see what further improvements can be made to improve grass cutting standards across the Borough.

As well as responding to reported matters the Street Scene team proactively undertake inspections to ensure compliance with contract conditions. There are mechanisms in the contract to ensure contracted standards are maintained and where necessary default notices have been served.

As the proposition in this Motion will be the subject of a review, the Motion is being addressed.

5. Corporate Implications

Financial Implications

To date this year 18 default notices relating to verge grass cutting have been served. Each default notice carries a financial penalty of £50.

Legal implications

ECC as the Highways Authority have a duty to maintain the public highway. The Borough Council has a duty to ensure the public highway is maintained in a clean condition and free from litter and detritus.

Human Resources and Equality Implications

There are no adverse implications associated with this report.

6. Timescale for implementation and risk factors

Not applicable

Background Papers:

None

Report Author: Trudie Bragg, Head of Environment

CABINET

21st September 2016

Subject: Housing Report

Cabinet Member: Councillor Mrs B Egan – Homes & Customer Engagement

1. Purpose of Report

To provide a progress report on the Housing Service.

2. Links to Council's priorities and objectives

The Housing Service is linked to the priorities of Public Health Wellbeing, Transforming our Community and Efficient and Effective Customer Focused Services.

3. Recommendations

(1) That Cabinet notes the progress and achievements of the Housing Service.

(2) That Cabinet authorises the implementation of affordable rents for the new properties at St Christopher's Close as detailed in the policy attached as Appendix 1.

4. Background

4.1 Since 2011 the Housing Service has made a significant number of changes to the operational processes and undertaken a number of projects which have been reported to Cabinet on a regular basis.

4.2 The last progress report to Cabinet was in November 2015 and advised on a number of projects which would be taking place during this year.

5. Summary of Projects

5.1 Sheltered Scheme Refurbishment Programme

5.1.1 A programme of works continues at the Sheltered Housing schemes to improve living standards and increase accommodation.

- 5.1.2 Two flats that were previously assigned for use as warden accommodation have been converted to be used for tenants at Amelia Blackwell House and Willalla House on Canvey Island . This means that an additional four sheltered units have been provided.
- 5.1.3 There is an on-going programme of renewal of heating provision in the communal areas at the schemes and works are currently being undertaken for Stansfield Court and Willalla House.
- 5.1.4 Roof replacement works were successfully completed at Lawns Court earlier this year which drew to an end the contract which also saw works take place at Sweetbriar Lodge and Stansfield Court, with lesser works being undertaken where necessary at Gowan, Amelia, Beatrice Littlewood and Willalla.
- 5.1.5 The communal lighting at all of the schemes has now been upgraded as has the external lighting. New communal kitchens have also been installed at Stansfield and Lawns Court. Amelia Blackwell and Gowan Court will have new kitchens this year.
- 5.1.6 A two year programme of upgrading the front doors of resident's flats is in place. This will ensure that the doors conform to the latest fire regulations. To date doors have been upgraded in five schemes across the Borough.
- 5.1.7 Fire alarm systems have also been updated in five schemes to bring systems up to current regulations and standardise across the network.
- 5.1.8 The Sheltered Housing Forum continues to be well attended by representatives from the eight sheltered schemes and they actively take part in evaluation of contracts to represent the tenants.

5.2 Responsive Repairs and Gas Servicing Contracts

- 5.2.1 The provider of the Responsive Repairs and Voids works is Keir Services and the provider of the Gas Servicing and Gas Maintenance work is Aaron Services.
- 5.2.2 On average we post inspect 10% of all works undertaken in accordance with the Service Level Agreement with South Essex Homes. On average we make a telephone call to 15% of residents who have had works completed and where possible we try to make sure that these residents are different from those who receive a post inspection. The current level of satisfaction with Kier Services is 92.7% and the level of satisfaction with Aaron Services is 100%.

5.3 Capital Programme

- 5.3.1 Capital works undertaken during 2015/16:

	KPI	No	Notes	Satisfaction
1	Kitchens Replacements	35	Split between two contractors. Contractor 1: 100% (27 kitchens). Contractor 2: Survey information incomplete due to contractual issues.	
2	Bathroom and Wetroom Repacements	22		98%
3	Painting Units	226	176 external, 25 internal, 25 external blocks	97.80%
4	Fascias and Soffitts	16		100%
5	Front Flat Doors (Sheltered)	92		100%
6	Pitched Roofs (General Needs)	15		100%
7	Flat roofs (Sheltered)	8		100%
9	Heating Replacements	29		91%
1	% of Homes meeting DH Target	93.70%	Up from 92.03% with a target of 93.5%	
2	No of Re-Wire/Upgrades	9		96%

5.3.2 Year two of the painting programme is underway following a very favourable reaction to the year one works. The works take place primarily in the external parts of our general needs homes, but do include internal hallways and stairwells in our blocks.

5.3.3 These contracts are closely monitored by South Essex Homes.

6. Development of Garage Sites

6.1 The three homes at St Christopher's Mews have been constructed and have been let to tenants.

6.2 This is the first time in many years that the Council has constructed new social housing, and an open day was held for Cabinet members to view the new properties, which have been constructed to a high quality and will have a 10 year LABC guarantee.

6.3 A number of other potential sites for possible development have been identified and further work is required to draw up more detailed plans. For example, the unused garage site at Lawns Court has been identified as a possible site for the development of 2 retirement bungalows. It is envisaged that a planning application will be submitted in the near future and will be considered by the Development Control Committee.

7. Housing Service Performance

7.1 Headline performance information for 2015/16 is as follows:

7.1.1 General satisfaction with the landlord in general needs housing was 84.7% against a target of 85% and in sheltered housing was 90.9% against a target of 90%. Leaseholders satisfaction with the landlord was 48.9% against a target of 70%. It should be noted that along with other landlords the Council did not obtain sufficient survey responses from leaseholders to enable the results to be statistically reliable. Results obtained however have indicated performance has dropped. This was expected with an increase in capital and planned works in the last year requiring section 20 notifications and the associated costs to leaseholders.

- 7.1.2 Overall satisfaction that rent provides value for money was 91.5% in general needs housing against a target of 85% and in sheltered housing was 93.9% against a target of 90%. Against last years information this would be top quartile and the sheltered housing figure would be the highest in the country.
- 7.1.3 Overall satisfaction with the neighbourhood as a place to live for those in general needs housing was 84% against a target of 83% and for those in sheltered housing 95.7% against a target of 87%.

8. Legislative Changes and Policy Development

8.1 High Income Social Tenants

- 8.1.1 The Housing and Planning Act received royal assent earlier this year and was published on the 23rd May.
- 8.1.2 It contains provisions to charge tenants additional rent if they are in receipt of an income which is above certain thresholds. This rent will increase on a graduated scale and could be the full market rent if a tenant's income is in excess of a certain amount or if there are no income details provided to the local authority.
- 8.1.3 The DCLG is to issue more detailed regulations in this regard, but these have not yet been received. In the absence of these the Department for Communities and Local Government briefings have indicated:
- i. Household Income above £31,000 (£40,000 in London) additional rent element will apply at 15p for every pound by which the household income exceeds this threshold.
 - ii. Tenants in receipt of housing benefit or universal credit will be exempt.
 - iii. The additional income collected (over and above the social rent amount) will be paid to central government.
 - iv. The Council is looking to issue a special newsletter to all tenants in early autumn prior to writing to those tenants affected.
- 8.1.4 A project team has been established to ensure implementation by 1st April next year. A policy will be developed and presented to members for consideration later this year.

8.2 Affordable Rent Policy

- 8.2.1 The future construction of properties is dependant on obtaining the necessary funding which has been significantly reduced following the implementation of a national government policy to reduce the rent of Council owned homes by 1% for the next four years. To increase the income required for the construction of the new homes, an affordable rent is being charged on each of the three new properties at St Christopher's Close. To help facilitate this an Affordable Rent Policy has been developed, and has been subject to consultation with the

Tenant's and Leaseholders Forum as well as with the Cabinet Portfolio holders for Housing and Communities and Resources.

8.2.2 The Affordable Rent Policy is attached as Appendix 1. The key provisions include:

- I. It only applies to any new homes built or acquired by the Council- so far just the three at St Christopher's Close.
- II. Affordable rent is 65% of market rent. As an example, the social rent for the detached property in St Christopher's Mews is £541.64 per month social rent whilst affordable rent increases it to £780.
- III. Affordable rent is still affected by the 1% rent reduction – but rent will be recalculated to the market affordable rent when the property becomes void. Housing Benefit is still paid for all the rent subject to items such as Bedroom Tax and Overall Benefit caps.
- IV. An assessment will be undertaken by staff to ensure the rent will be affordable for a prospective tenant.

8.3 Welfare Reforms

8.3.1 Work is underway, in conjunction with the DWP and our own Benefits Service, to identify tenants that will be affected by further reduction of the benefit cap. Once identified, intensive engagement will be undertaken to ensure those affected are given good information and help and advice about the impact this may have.

9. Homelessness

9.1 The demand for support from the Housing Options Team continues to increase. For the first quarter of 2016/17 the team supported 116 households in bed and breakfast or hostel accommodation. This is a significant increase from 69 for the same quarter period in 2015/16.

9.2 The team is doing everything possible to support households into more permanent accommodation as quickly as possible but demand for the service is increasing. Furthermore availability and affordability of properties in The Castle Point area is very limited.

9.3 Members are asked to note that the team continues to support all enquiries with an increasing workload. It is not unusual for an enquiry to take a significant period of time in order to ensure the applicant receives the best possible solution to their situation.

10. Corporate Implications

a. Financial Implications

The works noted above have been, and continue to be, undertaken within current Housing Budgets.

b. Legal implications

As the Landlord for 1,520 properties the Council has an obligation to ensure that tenant's homes meet the standard set out in the Government's Decent Homes Guidance and to maintain their homes to at least this standard.

The Council should ensure a prudent, planned approach to repairs and maintenance of its homes and communal areas demonstrating an appropriate balance of planned and responsive repairs and value for money.

c. Human resources and equality

The actions outlined in this report will be undertaken within available operational resources.

There are no direct equality implications at this stage from the information provided in this report. However, each individual project is subject to an Equality Impact Assessment as appropriate.

d. Timescale for implementation and risk factors

Monitoring of progress will be undertaken by Cabinet on a quarterly basis.

8. Background Papers:

Cabinet Report November 2015 – Housing Progress Report

Report Author: Craig Watts – Head of Performance and Service Support

Affordable Rent Policy

1. Introduction

1.1 The Council's draft Local Plan has identified and evidenced a need for different types of housing provision within the Borough. This includes an acute need for affordable housing.

1.2 The government defines affordable housing as "social rented, affordable rented and intermediate housing (such as 'Starter Homes') provided to specified eligible households whose needs are not met by the market". Affordable rented may be up to 80% of the market rent.

Affordable Housing Need

1.3 The 2016 Strategic Housing Market Assessment sets this out in more detail. The need is increased as there has been an annual shortfall in affordable housing as illustrated in the table below:

	Annual shortfall in affordable housing to meet current backlog	Annual net new need	Net annual affordable housing need (five years)
Basildon	103	152	254
Castle Point	62	236	298
Rochford	59	210	268
Southend-on-Sea	77	573	650
Thurrock	-191	597	406
TGSE	110	1,767	1,877

1.4 The Council recognises the benefit of providing homes at a lower rent to households on low incomes, but will seek to take a more targeted approach that takes into account other key housing policies, including our Allocation Policy and Tenancy Strategy.

1.5 The Council's Tenancy Strategy, agreed by Cabinet in January 2013 sets out a framework for registered providers of affordable housing to follow concerning the management of their existing housing in the Borough and contains the following commitment:

“10.6.1 The Council is broadly supportive of the principle of affordable rents, as a means of broadening housing diversity and choice, and generating additional funds to support new-build programmes....

10.6.3 We will charge an affordable rent in circumstances where the household income can sustain this. The threshold to apply an affordable rent level will consider any government requirements.”

1.6 This Affordable Rent Policy outlines the approach that the Council will take in setting rents for homes constructed by the Council and will apply to all new General Needs rented homes developed or acquired by Castle Point Borough Council from August 2016. There will be a separate policy for High Income Social Tenants and the rents to be applied in those cases.

2. Relevant Aims

2.1 The Council's Corporate Plan sets out the high level aims and the Tenancy Strategy sets out the following:

- Provide social housing to those most in need with household income limits that do not exceed affordability to purchase a home in the private sector
- To ensure social housing is not under or over occupied
- To create and maintain sustainable communities by providing social housing that ensures economically active as well as inactive households and to provide adapted properties where appropriate
- To assist with the mobility of social housing to ensure sustainable communities.

2.2 This Affordable Rent Policy will contribute to these objectives by increasing the money available to invest in the building and procurement of additional homes, including supported housing for vulnerable people. This policy will also underpin capital receipt funded acquisitions (e.g. purchase of additional homes from 'Right to Buy' receipts).

3. Housing Benefit Considerations

3.1 The Valuation Office Agency Rent Officers determines Local Housing Allowance (LHA) rates used to calculate the maximum amount of housing benefit for tenants renting from private landlords.

3.2 LHA rates are based on private market rents being paid by tenants in the Broad Rental Market Area (BRMA). This is the area within which a person might reasonably be expected to live. For Castle Point, this includes Southend, which has a lower level of rent payable than Castle Point.

The LHA rates are calculated on the rent per property type which is at the 30th percentile, where 100% is the most expensive, and 1% the least expensive. So it is based on less than the average private rent, which would be at the 50% level. The table below sets out the rent levels for each property at 30%

Rents 30th Percentile				
Room	1 Bed	2 Bed	3 Bed	4 Bed
£66.78	£120.82	£155.34	£189.86	£253.15

Calendar Monthly Equivalent				
Room	1 Bed	2 Bed	3 Bed	4 Bed
£290.18	£524.99	£674.99	£824.99	£1,100.00

The total maximum Housing Benefit paid for each property type is set out below:

LHA April 2015				
Room	1 Bed	2 Bed	3 Bed	4 Bed
£66.78	£116.52	£151.50	£186.47	£240.00

Calendar Monthly Equivalent				
Room	1 Bed	2 Bed	3 Bed	4 Bed
£290.18	£506.31	£658.30	£810.26	£1,042.86

Consequently, whilst an affordable rent can be up to 80% of the market rent, it must also consider the maximum amount of Housing Benefit that would be payable.

4. Policy

4.1 Affordable Rents

4.1.1 Affordable Rents will be charged on all new General Needs properties developed or acquired by Castle Point Borough Council from August 2016 including where funded from right to buy receipts.

4.1.2 Affordable Rents will be set at **65% of gross Market Rent** (rent including service charge). The calculation of the gross market rent will be as prescribed by legislation and in accordance with the Royal Institute of Chartered Surveyors methodology

4.1.3 The rent will be rebased (to 65% of current Market Rent) on each occasion that a new Affordable Rent tenancy is created.

4.1.4 All affordable rents will be re-assessed every year and updated in the April of each year. The rent will be adjusted in accordance with the government rent setting formula, which for 2016 to 2019 will see a decrease of 1% per annum.

4.1.5 Affordable rent charged by the Council will never exceed the LHA amount so homes can always be occupied by a family, couple or individual in receipt of Housing Benefits.

5. Example

5.1 The following example is set out for the rents of the new properties at St Christopher's Close. The market rent has been provided by the Valuation office and is higher than the rents at 30th percentile because of the fact they are newly built:

<u>Monthly</u>					
	Market Rent	Social Rent	80%	65%	50%
Unit 1	£ 1,200.00	£ 541.64	£ 960.00	£ 780.00	£ 600.00
Unit 2	£ 1,100.00	£ 517.63	£ 880.00	£ 715.00	£ 550.00
Unit 3	£ 1,100.00	£ 517.63	£ 880.00	£ 715.00	£ 550.00
			£ 2,720.00	£ 2,210.00	£ 1,700.00
<u>Weekly</u>					
	Market Rent	Social Rent	80%	65%	50%
Unit 1	£ 276.92	£ 124.99	£ 221.54	£ 180.00	£ 138.46
Unit 2	£ 253.85	£ 119.45	£ 203.08	£ 165.00	£ 126.92
Unit 3	£ 253.85	£ 119.45	£ 203.08	£ 165.00	£ 126.92
			£ 627.70	£ 510.00	£ 392.81
<u>Weekly</u>					
	Additional Income		80%	65%	50%
Unit 1	£ 151.93		£ 96.55	£ 55.01	£ 13.47
Unit 2	£ 128.85		£ 83.62	£ 45.55	£ 7.47
Unit 3	£ 128.85		£ 83.62	£ 45.55	£ 7.47
			£ 263.79	£ 146.10	£ 28.41
Annual additional income for constructing more new homes			£ 13,717.08	£ 7,597.20	£ 1,477.32

5.2 The new affordable rent has been calculated to balance the need for the rent to be affordable and within the limits paid for rent to the private sector

alongside raising additional income to aid in the future construction of affordable homes.

6. Tenancy Agreement

6.1 Castle Point Borough Council will issue an appropriate tenancy on all properties designated for Affordable Rent, in line with the existing Tenancy Strategy and taking into account related policies in place at the time.

7. Transfers

7.1 Once a property has been designated for affordable rent, all tenancies relating to that property, including transfers of existing tenancies will be offered at an affordable rent. Original security of tenure, however will be retained.

8. Mutual Exchanges

8.1 Tenants of affordable rent properties have the same right to exchange as other tenants. The type of tenancy you will have on exchange will depend upon the type of tenancy you have, how long you have been a tenant and whether you have previously entered into a mutual exchange.

9. Allocation / Selection of Tenants for Affordable Rent Properties

9.1 Where Choice Based Lettings (CBL) operates, applicants will be able to identify which properties are advertised at Affordable Rent values and make their choice as to whether or not to bid. An affordability test will also be undertaken by staff to ensure the tenant has the ability to pay the rent prior to a formal offer being made.

10. Review of Policy

10.1 This Policy will be reviewed initially after a period of 12 months and then every two years.

CABINET

21st September 2016

Subject: Financial Update

Cabinet Member: Councillor Stanley – Finance & Resources

1. Purpose of Report

This report presents the latest position in relation to the General Fund financial forecast for the period 2016/20.

This report is intended to:

- Provide Cabinet with the latest information on the future predicted cost of the Council's current spending plans and report on current performance in respect of the current budget.
- Update Cabinet on developments of a financial nature, which may impact on the Council's financial plans.

2. Links to Council's Priorities and Objectives

This report is linked to the Council's priority of Efficient and Effective Customer Focused Services. Sound and strategic financial management is essential in order to ensure that resources are available to support the Council's priorities and maintain or improve services.

3. Recommendations

1. That Cabinet note the report.

4. Background & basis of the financial forecast

- 4.1 The Financial Planning Strategy is incorporated within the Policy Framework and Budget Setting report which is approved by Council in February each year. The strategy requires the submission of a financial forecast, enabling the Cabinet to monitor latest estimates of future spending and resources and take appropriate action to ensure that the Council's financial targets are met.
- 4.2 The current financial forecast covers four financial years. A review of the business rates funding mechanism is in progress with a view to enabling local government to retain 100% business rates. It is intended to introduce the new mechanism towards the end of the current Parliament. It is not currently possible to determine the impact on the Council's finances beyond the period shown in the current forecast.

5. Changes to approved budgets

- 5.1 The following budget changes have occurred since the financial update report presented to Cabinet in June 2016.

	£	Description
1.	79k	Draw from reserves in relation to works to the Tidal Pool following completion of tendering process and evaluation of bids.

- 5.2 The financial forecast at appendix 1 includes changes resulting from the 2015/16 statement of accounts, including rolling forward of approved budgets into 2016/17.

6. Revenue/Capital Budgets “on-watch”

- 6.1 The following table highlights revenue or capital budgets, HRA or General Fund, which are identified by the Head of Resources as “on-watch”. This term refers to expenditure and income budgets where there is reason to believe that performance may not meet expectations and where the impact on the Council’s overall financial plan is likely to be material.

- 6.2 For the purpose of this report, items will be included if they have a full year financial impact of **£50k** and / or are felt to be of particular interest to Cabinet.

	Description	Background and action being taken
1.	Non HRA Rent Rebates – impact of caps on subsidy	<p>Typically relates to benefits paid for claimants placed by the Council in B&B accommodation.</p> <p>The amount of subsidy which the Council can claim back is capped. At the current time the amount offset by subsidy represents 72% of expenditure, resulting in a variance to budget of £42k.</p> <p>The level of homeless cases continues to rise with an average of 49 in the first quarter of 2016/17 compared to 36 for 2015/16 and 21 for 2014/15 (full year).</p>
2.	Prevention and Temporary Accommodation costs (net)	<p>The increase in homeless cases and the cap on Housing Benefit also has an impact on net prevention and temporary accommodation costs. Currently there is a variance of £40k against this budget.</p> <p>Also of concern is the limited supply of B&B accommodation and the high cost of the accommodation which is available.</p> <p>The increased capping of Housing Benefit levels is resulting in large amounts being directly collectible from applicants – which may not be affordable and which may result in non-recovery.</p>

7. Key Financial Developments

Updates to key issues are provided within the following paragraphs. Please also see earlier financial update reports.

Reform of Local Government Finance

7.1 The Chancellor of the Exchequer announced a series of major reforms to local government finance on 5 October 2015. These included:

- by the end of the Parliament, local government will be able to retain 100% of local taxes including all **£26** billion of revenue from business rates;
- abolition of the Uniform Business Rate and granting of powers to local authorities to reduce business rates in order to boost economic activity in their areas;
- local areas which successfully promote growth and attract businesses will keep all of the benefit from increased business rate revenues;
- the core grant (Revenue Support Grant (RSG)) from Whitehall will be phased out, and local government will take on new responsibilities.

7.2 A technical steering group and a number of sub-groups have been established to provide information and expert advice to support the Local Government Association and DCLG in advising Ministers on the setting up and implementation of the new business rates system.

7.3 Several technical consultations are anticipated to be necessary before finalisation of the new scheme.

Housing Revenue Account (HRA) – Overall Business Plan

7.4 The HRA budget set in February 2016 took into account the impact on rents of a 1% reduction. The impact is estimated to be a reduction in rental income of approximately **£2.2m** over the four year period commencing 2016/17 and significantly more across the lifetime of the HRA business plan.

7.5 A refresh of the business plan has been produced by officers and detail on the policies mentioned below is awaited in order to determine overall impact.

HRA - Pay to Stay

7.6 Due to be introduced from April 2017, social housing tenants with household incomes above **£31k** outside of London and **£40k** inside London will be required to pay higher rents.

7.7 The Government has confirmed that a taper rate of 15 pence in the pound of additional income above the threshold will be applied, so that rent increases are applied gradually up to market rent levels. Households in receipt of housing benefit or universal credit will be exempt from the policy.

7.8 Local authorities will be required to pay the additional rent income to central government, but will be permitted to retain “a reasonable amount of administrative costs”.

7.9 The Council is currently preparing for implementation of the new system which will require key information to be gathered from those tenants likely to fall within scope. Regulations are however outstanding.

HRA - Sale of higher value stock

- 7.10 Local housing authorities are likely to be required to make a payment to central government, based on the market value of any higher value stock they own, that is expected to become vacant during the year (less certain costs).
- 7.11 The method for calculating the payment and the definition of 'higher-value stock' will be set out in awaited regulations and could be different in different areas.
- 7.12 The Bill does not enforce the sale of the stock, however local authorities will be required to fund annual payments to the DCLG and could use the proceeds of such sales to recoup the value of these payments which would otherwise fall to the HRA.
- 7.13 The payment could be reduced if Councils reach an agreement with DCLG to use the retained money towards providing new housing.

8. Financial Risk Factors

- 8.1 The budget report presented to the Cabinet meeting in February and Council on the same night indicated some risk areas that the Cabinet should be mindful of until the position and risk relating to each has been clarified. These are shown in the table below.

Table 8.1 Adequacy of reserves – other local factors of significance	
Equal pay review	A great deal of work has been undertaken on pay harmonisation and single status. However, the Council has not undertaken a full job evaluation exercise as required by the 2004 National Agreement. This carries a potential risk that the Council will need to use general reserves to defend and/or settle any successful claims made against the Council. Since a job evaluation exercise has not been undertaken, there is no information available that can be used to form a view on the estimated future likely costs that the Council could face.
Pension Fund Revaluation	<p>The next valuation of the Pension Fund is being undertaken by the actuary as at March 2016, effective for contributions from April 2017. The outcomes of this valuation will be provided from Essex Pension Fund this autumn, and will inform the budget process for 2017/18.</p> <p>The last valuation indicated an improved deficit recovery period of 19.5 years, compared to 25 years predicted in March 2010. The financial implications included within the Council's financial forecast are based on the recommendations of the pension fund and were effective from April 2014.</p>

Potential for withdrawal of external or third party revenue income	<p>The financial forecast currently assumes the continuation of a number of revenue streams from external organisations or third parties. Many of these organisations are striving to reduce their costs and it is possible that one or more of the aforementioned revenue streams may be lost.</p> <p>Essex County Council have largely vacated their leased area of Kiln Road Offices and the Council is currently seeking suitable occupants for this area of office. If unable to do so the part year financial impact from September 2016 to March 2017 will be £13.7k. Full year impact £27k.</p>
Potential for cost fluctuations in relation to service contracts	<p>Fluctuations in markets (e.g. recycling) and changes in legislation (e.g. new living wage) have had a direct impact on the delivery costs of some of the Council's contracts with other organisations, necessitating an increase in the charge made to the Council. These changes are unpredictable.</p>
Adequacy of insurance arrangements for major unforeseen risks	<p>During 2003/04 it was discovered that no action was taken on written advice received from external consultants in April 2002 to close Waterside Farm Sports Centre in order to analyse and deal with a perceived asbestos problem. There was also a further issue relating to the premature opening of the centre before receipt of clearance certificates in respect of remedial work. No sums have been taken into account in assessing the minimum level of reserves for these potential costs.</p>
Impact of changes within the Housing and Planning Act 2016 on HRA services	<p>The impact of the introduction of a mandatory Pay to Stay Policy and an annual charge to the Council in respect of Higher Value Homes as detailed above in section 7 is not possible to accurately assess at this time due to details not currently being available and subject to regulation. Combined with the 4 year rent reduction period this presents a significant risk to the Council's HRA Business Plan.</p>
Business Rates Retention – Revaluation	<p>The next business rates revaluation will come into effect on 1 April 2017 and will re-assess all business properties in England and Wales based on rental value as at 1 April 2015.</p> <p>In the year of revaluation the multipliers are rebased to account for overall changes to total rateable value and to ensure that the process is revenue neutral at a national level.</p> <p>Change at a local level is inevitable and there will be a need to recalculate the current system of top-ups and tariffs within the overall scheme.</p>

<p>Impact of Welfare Reforms on demand for Council Services</p>	<p>These include a reduction in the local housing allowance affecting residents on benefit who are in private rented accommodation and which will result in a reduction in the amount of housing benefit they receive. Implementation of universal credit and complete roll out to working age claimants is now planned for 2021.</p> <p>Current information indicates that the number of claimants falling within Universal Credit for Castle Point exceeds original estimates by the DWP.</p> <p>The Council has seen a steady increase in the number of homeless cases presented and with 100% occupation of its own housing stock, and changes in the private renting sector, has experienced difficulty in finding suitable temporary and permanent accommodation to meet the increasing demand.</p> <p>It is not possible to predict the full direct or indirect impact of these and other welfare changes on demand for Council Services, particularly Housing and Benefit advice longer term.</p>
<p>Potential for incurrance of legal costs</p>	<p>The Council anticipates an increase in the number of planning applications received. There is potential for a proportion of these applications not to be approved by the Council resulting in an appeals process. The appeals process will necessitate the Council incurring legal costs and, should the outcome of the appeal not be favourable to the Council, there is potential for the Claimants legal costs to be awarded against the Council.</p> <p>There is also potential for the Council to incur costs in relation to other legal challenges including employment tribunals. This is a risk in all organisations.</p>

9. Corporate Implications

a) Legal implications

This report is presented on behalf of the “section 151 officer” – the officer appointed to have responsibility for the Council’s financial administration. It is their duty to ensure that the Council is regularly informed and updated on these matters.

Matters referred to above which require the establishment of agreements between organisations are routinely referred to the Council’s Head of Law and Deputy Monitoring Officer.

b) Human Resources and equality implications

There are no Human Resource or equality implications arising directly from this report.

c) Timescale for implementation and risk factors

Risk factors inherent in the forecast are set out above.

Report Author: Chris Mills, Head of Resources

Background Papers:

- Policy Framework & Budget Setting 2016/17, incorporating the Financial Planning Strategy.
- Budget monitoring statements for the period April to August 2016.
- Bi-monthly Financial Update Reports to Cabinet (June 2016).
- Report to Cabinet 20th January 2016 – “Spending Review High Level Update”.

Medium term financial forecast					
	2016/17	2017/18	2018/19	2019/20	Notes
Line	£'000s	£'000s	£'000s	£'000s	
Current policies and service plans					
1 Total net expenditure / estimated exp. for future years	12,883	12,673	10,266	10,811	Fluctuations year to year predominantly caused by phasing of maintenance spend and other expenditure "offset" by earmarked reserves (line 12)
2 Changes to budget since February 2016	465	64	64	N/A	
3 Total expenditure	13,348	12,737	10,330	10,811	
Funding sources					
4 Council Tax	7,094	7,305	7,523	7,747	Offset by a contribution from the NNDR equalisation reserve (line 12)
5 Formula Grant - Revenue Support Grant / (tariff)	922	287	0	(515)	
6 Baseline Funding Level - Redistributed Business Rates	2,046	2,112	2,174	2,244	
7 Business Rates - Levy on retained income	(159)	0	0	0	Outcomes of consultation not yet known
8 New Homes Bonus	1,172	774	485	351	
9 Capital grants and other grants and contributions	738	336	0	0	Separate funds for council tax and business rates
10 Net Collection Fund(s) surplus / (deficit)	(839)	0	0	0	
11 Transfer (to) / from General reserve	(141)	0	0	0	
12 Transfer (to) / from Earmarked reserves	2,515	1,853	(974)	(970)	
13 Total funding sources	13,348	12,667	9,208	8,857	
14 Budget / Funding Gap	0	(70)	(1,122)	(1,954)	
General Reserve	£'000s	£'000s	£'000s	£'000s	Minimum recommended balance for General Reserves is £2.7m
15 Balance at start of year	5,274	4,954	4,545	2,963	Based on assessment of potential appeal costs for 2016/17 to 2018/19 and indicative amounts for future years.
16 Contribution (to) / from General Fund (line 11 & 14)	141	(70)	(1,122)	(1,954)	
17 Potential planning appeals & associated legal costs	(461)	(339)	(460)	(200)	
18 Balance / (deficit) at end of year	4,954	4,545	2,963	809	
Earmarked Reserves	£'000s	£'000s	£'000s	£'000s	
19 Balance at start of year	8,448	5,377	2,495	2,144	The precise timing of the use of earmarked reserves is, due to their nature, generally unknown.
20 Contribution (to) / from General Fund (line 10)	(2,515)	(1,853)	974	970	
21 Other expected usage of earmarked reserves - not allocated to the detailed budget	(556)	(1,029)	(1,325)	(914)	Earmarked reserves are reviewed annually to ensure sufficiency and where need has diminished the reserve will be returned to General Reserves.
22 Balance at end of year	5,377	2,495	2,144	2,200	
Council Tax					
23 Tax at band D	238.68	243.36	248.13	252.99	Target increases of approximately 1.96% in future years (assuming a 2.0% referendum limit remains in place). The tax at band D does not include the amount charged by Canvey Island Town Council.
24 Increase	1.96%	1.96%	1.96%	1.96%	

CABINET

21st September 2016

Subject: Budget and Policy Framework for 2017/18

Cabinet Member: Councillor Stanley – Finance & Resources

1. Purpose of Report

This report sets out the proposed Budget and Policy Framework for 2017/18. It takes account of the requirements of the Constitution, the Financial Planning Strategy and statutory requirements for calculating the budget requirement and setting the Council Tax.

2. Links to Council's priorities and objectives

The agreement of the Budget and Policy Framework provides the Council with a robust framework to improve services to residents by directing resources towards the Council's priorities.

3. Recommendation

That the proposed Budget and Policy Framework for 2017/18 is approved.

4. The Budget and Policy Framework

4.1 The Council's business planning framework consists of a number of plans and strategies. These provide the mechanism through which the Council establishes its aims and objectives. Each plan or strategy should identify how the aims and objectives will be achieved and monitored as well as provide the link between Council services and financial plans. A list of the Council's corporate outward and inward facing plans and strategies is shown in Annexe B to this report.

4.2 The Council's budget framework is set out at Annexe A. It is based on the requirements of the Financial Planning Strategy. The key steps in the budget process can be summarised as follows:

- draft Service Action Plans;**
- draft budgets prepared on a no growth basis (current service action plans);**
- identification of growth and efficiency savings (options) linked to Council priorities; corporate and service planning revised to reflect latest community feedback, user feedback, initial issues raised by new government initiatives, as well as the development of Improvement Plans and the Asset Management Plan;**

- interpretation of government announcements in respect of acceptable council tax rises and provision of funding;
- Service Action Plan challenge meetings with Cabinet members
- agreement of final Service Action Plans;
- budget and Council Tax setting at Full Council.

5. Consultation

- 5.1 The Council will publish the Policy and Budget Framework for 2017/18.
- 5.2 The subsequent period up to the February Council meeting will be available for final policy considerations by Members.

6. Corporate Implications

There are no new financial or human resource and equality implications arising from this report.

a. Legal implications

This report is authored by the Head of Resources in her capacity as the Council's Section 151 officer – the officer appointed to have responsibility for the Council's financial administration.

7. Timescale for implementation and risk factors

The Council should approve the proposed Budget and Policy Framework so that it can be available for public consultation in accordance with the Council's constitution. The approval of the framework also ensures that there are clear accountabilities and timescales in place.

8. Conclusion

Cabinet are requested to approve the proposed Budget and Policy Framework.

Background Papers:

Constitution

Policy Framework and Budget Setting for 2016/17

The Budget Framework for 2017/18

No.	Activity	Date
1.	Produce analysis of needs information and national issues based on latest socio-economic profiling, national legislative framework and any consultation data	October 2016
2.	Priority discussion with Executive Management Team (EMT)	October 2016
3.	Develop Service Action Plan template and distribute to managers setting out timescale for completion For completion by end November 2016	October 2016
4.	Formation of efficiency savings options linked to Council priorities and identified through Service Action Planning process	November 2016
5.	Draft budget prepared on a “no growth” basis (current service action plans)	October 2016 - January 2017
6.	Consideration of government announcements in respect of acceptable levels of council tax increase and provision of grant funding to the Council Council response to Governments fixed funding offer	October 2016 - January 2017
7.	Draft Service Action Plans and Directorate plans reviewed and finalised by Departmental Management Team	December 2016
8.	Clarification of priorities, objectives and project work streams with Chairs of Policy and Scrutiny Committees.	January 2017
9.	Draft Directorate Plans reviewed by the Head of Performance and Service Support in liaison with respective Heads of Service	January 2017
10.	Budget option appraisal with Cabinet members	November 2016 - January 2017
11.	Service Action Plan challenge by respective Cabinet Member	February 2017
12.	Cabinet makes final recommendations to Council on: <ul style="list-style-type: none"> • Corporate priorities • Treasury Management Strategy Statement • Investment Strategy • Prudential indicators • The robustness of budgets • Adequacy of reserves • The budget (revenue and capital) and Council Tax <i>The Cabinet will now make its recommendations on the</i>	February 2017

Annexe A

	<i>allocation of financial resources to services</i>	
13.	Cabinet agrees HRA budget and sets rent levels <i>Council to delegate full powers to the Cabinet. HRA budget subject to compliance with legal and prudential guidelines</i>	February 2017
14.	Council makes statutory budget calculations and sets Council Tax <i>Council will consider the recommendations from Cabinet and will make final decisions</i>	February 2017
15.	Service Action Plans approved by respective Cabinet Member	March 2017

Policy Title	Brief Description	Action Plan?	Statutory or Local (S/L)	Responsible Officer	Department Responsible	Updated and frequency	Last update	Next update due including impact appraisals	Which officer group to approve
Local Development Scheme (part of Local Development Framework)	Enables interested parties to find out about the Council's Planning Policies.	No	S	Steve Rogers	Regen & Neighbourhoods	As required	Mar-16	Mar-18	EMT
	Sets out a timetable and key milestones for the preparation of documents for the LDF.								
	Shows how the preparation of the LDF will be resourced.								
Local Plan 1998	Sets out the policies for achieving a balance between appropriate development opportunities and the protection and enhancement of the built and natural environment.	No	S	Steve Rogers	Regen & Neighbourhoods	Certain policies to be retained from Sept 2007 until Draft New Local Plan in place	Nov-98	The list of saved policies will be superseded once the New Local Plan is in place	EMT
Statement of Community Involvement (SCI) (part of the Local Development Framework)	Enables local communities to know how and when they will be involved in the preparation of planning policy documents and how they will be consulted on planning applications.	No	S	Steve Rogers	Regen & Neighbourhoods	5 yearly or earlier if necessary	Oct-14	Oct-19	EMT
New Local Plan (part of the Local Development Framework)	Sets out a strategic policy to direct the pattern of development within Castle Point over the period 2014 – 2031, and the development management policies required to ensure that planning decisions secure this pattern of development.	Yes	S	Steve Rogers	Regen & Neighbourhoods	5 years or earlier if necessary	Currently being prepared in accordance with timetable in Local Development Scheme	May 2022 assuming adoption in May 2017	EMT

Canvey Town Centre Master Plan SPD (part of Local Development Framework)	Sets out a plan for the regeneration of Canvey Town Centre that seeks to improve sustainability on Canvey Island generally by providing local residents with a high quality town centre that meets their shopping, leisure and community needs and provides new jobs and home.	Yes	L	Steve Rogers	Regen & Neighbourhoods	5 years or earlier if necessary	Jan-10	May 2017 following adoption of New Local Plan	EMT
Hadleigh Town Centre Master Plan	Sets out a plan for the regeneration of Hadleigh Town Centre that seeks to improve sustainability of Hadleigh generally by providing local residents with a high quality town centre that meets their shopping, leisure and community needs and provides new jobs and homes.	Yes	L	Steve Rogers	Regen & Neighbourhoods	5 years or earlier if necessary	Jun-11	May 2017 following adoption of New Local Plan	EMT
Developer Contributions SPD (part of the Local Development Framework)	Sets out requirements for the provision of Section 106 Contributions towards affordable housing and other infrastructure requirements related directly to the impacts of development, as part of planning applications.	No	L	Steve Rogers	Regen & Neighbourhoods	5 years or earlier if necessary	Oct-08	May 2017 following adoption of Community Infrastructure Levy	EMT
Community Infrastructure Levy Charging Schedule (part of the Local Development Framework)	Sets out a financial charge applicable to new development proposals in order to pay for local infrastructure improvements. The charge may be varied depending on the class of development. The levy may not be applied to certain developments e.g. Affordable Housing and applications made by Charitable organisations.	No	S	Steve Rogers	Regen & Neighbourhoods	3 years or earlier if necessary (market influences will require more regular review)	Currently being prepared in accordance with timetable in Local Development Scheme	May 2020 assuming adoption in May 2017	EMT
Essex Vehicle Parking Standards SPD (part of Local Development Framework)	Sets out requirements for the provision of parking for new development proposals.	No	L	Steve Rogers	Regen & Neighbourhoods	5 years or earlier if necessary	Jul-10	May 2017 following adoption of New Local Plan	EMT
Residential Design Standards SPD (part of Local Development Framework)	Sets out design requirements for residential development proposals.	No	L	Steve Rogers	Regen & Neighbourhoods	5 years or earlier if necessary	Nov-12	May 2017 following adoption of New L Plan	EMT

Sub Regional Housing Strategy	Developed, monitored and implemented by LAs and RSLs in the TGSE sub region to ensure delivery of 3 key priorities that are consistent with the regional and national housing agenda: managing future growth, meeting the needs of vulnerable groups, investing in the housing stock. Aims to do this by strong partnership working between the LAs and RSLs in the sub-region and a range of other public, private and voluntary sector agencies.	Yes	L	Wendy Buck	Housing & Communities	3 to 5 yearly cycle	Apr-12	Apr-16	TGSE Housing Group
						2012 strategy issued as interim due to changing requirements from Localism Act.			
Housing Strategy						In progress			
Leisure and Recreation Strategy	Overarching document detailing the needs of the community and how leisure and recreation provision can assist in meeting these needs and improve health and well being.	Yes	L	Trudie Bragg	Environment	5 yearly, annual review of action plan	New Strategy agreed in December 2014	6 monthly updates, i.e. September 2015 and March 2016	EMT
Environmental Health – Statement of Enforcement Policy	This Statement outlines the enforcement policy of Environmental Health Services	No	S	Trudie Bragg	Environment	Ongoing	Nov-14	2016	EMT
Food Safety – Additional Statement of Enforcement Policy	This Statement outlines the enforcement policy for food safety	No	S	Trudie Bragg	Environment	Ongoing	Nov-14	2016	EMT
Disabled Facilities Grants	This policy document sets out how the Council will use its resources to help those who need disabled adaptations and how decisions will be made about the help that it gives.	No	S	Trudie Bragg	Environment	5 yearly review	Apr-13	2017	EMT
Community Safety Partnership Plan	Achieving a sustainable reduction in crime within the Borough both by tackling crime and by identifying and addressing its causes.	Yes	S	Mel Harris	Regen & Neighbourhoods	New legislation requires annual reviews	Apr-16	Annual reviews – next due April 2017	EMT
	Ensuring crime and disorder does not have a disproportionate impact on vulnerable groups.					Action Plans - Annually			Through the Castle Point & Rochford Community Safety Partnership (CSP)
	Tackling specific crime and disorder problems and problem areas.								

Constitution	Describes how the Council does business includes: Procedural rules for access to information; budget and policy framework; overview and scrutiny; financial; officer employment and contracts. Protocols for Planning and the Monitoring Officer. Codes of conduct for Planning matters; Staff and Members.	No	S	Andrew Smith	Chief Execs	In accordance with the requirements shown in the Council's Constitution and at the request of the Chief Executive.	May-16	May-17 Chief Executive / Monitoring Officer
Contract Procedural Rules – see also Constitution	Describes how the Council does business on matters relating to the placing and letting of contracts.	No	S	Fiona Wilson	Governance & Law	As Constitution . Detailed Procedural Rules bi annually	May-16	May-17 CMT
Financial Procedure Rules and Detailed Financial Regulations – see also Constitution	Describes how the Council does business on financial matters.	No	S – Procedure Rules L – Detailed Regulations	Chris Mills	Resources	As Constitution Detailed Regulations annually	Jun-16	Jun-17 CMT
Budget and Policy Framework – see also Constitution	Describes the procedures and principles used by the Council to establish and/or vary a budget and policy framework.	Yes	S	Chris Mills	Resources	Annually	Feb-16	Feb-17 EMT
Equality Scheme 2014-2019	Incorporates Financial and Capital Strategy from Feb 2012. Describes the way in which the Council deals with equality and diversity in its corporate activities and the delivery of services.	Yes	S	Fiona Wilson	Governance & Law	5 Years	Mar-14	Mar-19 EMT

Risk Management (RM) Policy and Strategy	<p>Sets out how the Council will:</p> <p>maintain robust risk management arrangements that make a positive contribution towards the achievement of its corporate priorities and objectives and maximise the opportunities to achieve its vision</p> <p>proactively manages key external and internal risks, promoting the principles of effective risk management throughout the organisation.</p>	No	L	Linda Everard	Internal Audit	Every two year in March	Mar-10	When resource is available	EMT
Whistle blowing Policy	<p>Sets out the Council's arrangements whereby any serious concerns that employees, workers or contractors have about any aspect of service provision or the conduct of Officers or Members of the Council or others acting on behalf of the Council can be reported under the Whistle blowing Policy</p>	Forms part of the overall fighting fraud locally action assessment	L	Barbara Cree	Resources	3 years or earlier if necessary	Jan-16	Jan-19	EMT
Fraud and Corruption Policy, Strategy & Prosecution Policy	<p>Sets out the Council's approach to ensuring it as:</p> <p>Appropriate arrangements in place to manage the risk of fraud and corruption well in advance of any occurrence that are in line with relevant good practice guidance</p> <p>Cost effective arrangements in place to identify and investigate any such concerns when they arise.</p>	See above	L	Incorporated into an arrangement with Thurrock Council for the provision of fraud services.		Every two year in March	Dec-14	Dec-16	EMT
Anti Money Laundering Policy	Sets out the action the Council will take to mitigate the risk that money could be laundered through its systems	See above	L	Chris Mills	Resources	Every two years	Jan-15	Jan-17	EMT

Procurement Policy	Defines the Council's policy objectives, the strategy to deliver these and supporting principles. Procurement is defined as the acquisition of goods, services and construction projects from third parties.	Yes	L	Chris Mills	Resources	Biennial	Mar-16	Mar-18 CMT
VFM Strategy	How we will achieve VFM by: Making improvements across the board, but targeting those who rely on our services the most. Embracing diversity and equality principles in all our actions. Being a customer focussed organisation.	Yes	L	Chris Mills	Resources	3 yearly	Apr-14	Apr-17 CMT
RIPA Policy Statement	To reduce the risk of breaching human rights and to assist staff involved in interception and surveillance activity in complying with the requirements of the Regulation of Investigatory Powers Act (RIPA) 2000.	No	S	Fiona Wilson	Governance & Law	Bi Annually	Aug-14	Jul-16 CMT
Disposal of Council Owned Land	Sets the policies, principles and procedures to be followed when considering whether Council owned land should be disposed of or retained for service provision.	No	L	Fiona Wilson	Governance & Law	Reviewed Annually as part of the Asset Management Plan	Jul-14	Jun-17 CMT
Health & Safety Policy Statement and Strategy	This is a declaration of the Council's intent to establish a safe and healthy working environment for all of its undertakings.	Yes	S	Jim Hillier	Resources	Annually	Apr-16	Apr-17 EMT
Health and Safety Consultation	Outlines process for consultation with staff on health and safety issues	Yes	S	Jim Hillier	Resources	Annually	Apr-16	Apr-17 EMT
Partnership Strategy	Outlines the process for monitoring partnerships undertaken by the Council	No	L	Mel Harris	Regen & Neighbourhoods	Periodically	Mar-09	Under review and update EMT

Treasury Management and Investment Strategies	Covers the management of the Council's cash flows, its banking, borrowing and investment activities; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.	Yes	S	Chris Mills	Resources	Annually	Feb-16	Feb-17 EMT
Information and Communication Strategy (ICT)	This ensures that the IT systems and infrastructures support the business objectives. It covers the planning of new systems, their procurement, and the management and control of implemented systems. It sets out the organisation and management structures, and where responsibilities lie.	No	L	Barrie Delf	Resources	Currently subject to major review & refresh		CMT
Asset Management Plan	Sets out how the Council maintains its corporate assets (land and buildings) in a condition that is fit for the purpose of delivering services to the community and how it will respond to any changes in the way assets need to be used to provide services.	Yes	L	Jarl Jansen	Resources	Biennial review and refresh	Mar-16	Mar-18 EMT
Business Continuity Plan	Generic guidance on how the Council may deal with a major corporate incident which restricts the normal day-to-day running of its business.	Yes	S	Jarl Jansen	Resources	Biennial review and refresh	Mar-15	Mar-17 Strategic Director-Civil Contingencies Coordinator
Emergency Plan	Generic guidance on the roles and responsibilities processes and procedures for dealing with a major incident/ emergency that may affect the Borough of Castle Point.	No	S	Jarl Jansen	Resources	Biennial review and refresh	Oct-14	Oct-16 Strategic Director-Civil Contingencies Coordinator

HR Strategy	Establishes workforce planning to ensure adequate staff resources and succession planning.	Yes – within Workforce Plan	L	Barbara Cree	Resources	Bi-Annually	Mar-16	Mar-18 EMT
	Aims to attract and retain high calibre candidates for employment.							
	Train and develop staff to maximise their potential							
	Offer equality of opportunity to all staff and recognise the benefits of diversity.							
Project Management Strategy	Defines the Council's Project Management objectives and the principles used in the delivery of the Council's projects.	No	L	Craig Watts	Performance	Periodically	Mar-14	Mar-17 CMT
	Key operational aspects to be incorporated into 'How it Works' Guidance.							
Communication Strategy	Shows how the Council will work closely with other organisations in the borough to achieve a free flow of appropriate information between the Council and its stakeholders, including staff, councillors, residents, businesses, partners and other service users. An appendix to the Customer First Strategy	Yes	L	Ann Horgan	Governance & Law	5 years	Jun-12	2017 CMT
Customer First Strategy	How the Council aims to serve customers better and reach and serve more people in more ways in more accessible forms, locations and at more convenient times.	Yes	L	Wendy Buck	Housing & Communities	5 years	Jul-12	2017 CMT
Consultation Strategy	How the Council aims to carry out effective and comprehensive consultation to enable stakeholders to communicate their views/ opinions on local issues, influencing council decision-making where appropriate.	No	L	Mel Harris	Regen & Neighbourhoods	In place	No longer updated	Jun-16 EMT

Complaints Policy	Sets a clear framework so that complaints are dealt with efficiently and effectively to ensure that customers have confidence in the way that complaints will be handled. An appendix to the Customer First Strategy	No	L	Ann Horgan	Governance & Law	3 yearly	Sep-15	Sep-18 EMT
Corporate Plan	Sets out the Council's Objectives and key milestones and targets. Also includes an annual report on progress towards achieving aims.	Yes	L	Craig Watts	Performance	Annual	Sep-16	Sep-17 EMT
Affordable Rent Policy	Sets out the approach to charging affordable rents for any new Council homes acquired.	No	L	Craig Watts	Housing & Communities	Annual	New	Sep-16 EMT
Housing Asset Management Plan	Sets out the approach to maximising the use of Housing owned Assets.	Yes	L	Craig Watts	Housing & Communities	Annual	New	Sep-16 EMT

Which member / partner group approves	How is compliance monitored
Cabinet	The Planning and Compulsory Purchase Act 2004 requires the production of an Annual Monitoring Report, setting out how we are performing in delivering the programme set out in the Local Development Scheme.
Full Council	Each relevant planning decision must indicate compliance with the Local Plan.
Full Council	Each relevant planning decision must indicate compliance with the SCI. Each policy document must indicate compliance with the SCI.
Full Council	Each relevant planning decision must have regard to the New Local Plan once adopted.

Full Council	Each relevant planning decision must have regard to the Canvey Town Centre Master plan once adopted.
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Full Council	Each relevant planning decision will have regard to the Hadleigh Town Centre Master plan
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Cabinet	Each relevant planning decision must have regard to the Developer Contributions SPD.
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Full Council	Each relevant planning decision will trigger a requirement for a CIL payment to be made at the commencement of development.
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Cabinet	Each relevant planning decision must have regard to the Essex Vehicle Parking Standards SPD.
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Cabinet	Each relevant planning decision must have regard to the Residential Design Standards SPD once adopted.
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TGSE Member Group	Action plan monitored on a quarterly basis at the TGSE Housing Group meetings.
Cabinet	Action plan progress reported to Cabinet twice a year.
Cabinet	Sample monitoring of EH cases to check compliance with policy statement
Cabinet	Sample monitoring of food safety cases/inspections to check compliance with policy statement
Cabinet	Grant applications processed in accordance with policy. Management checks to ensure compliance.
Council/Joint LSP Executive	Progress monitored by a number of partners in the CSP. Any hot spots identified result in setting up multi agency groups tasked with problem resolution.

Council

The documents forming the Council's Constitution together set out the key procedures used to conduct the Council's business. As such they form the basis for all internal control processes.

Cabinet

The documents forming the Council's Constitution together set out the key procedures used to conduct the Council's business. As such they form the basis for all internal control processes.

Council

The documents forming the Council's Constitution together set out the key procedures used to conduct the Council's business. As such they form the basis for all internal control processes.

Detailed Regulations Delegated

set out the key procedures used to conduct the Council's business. As such they form the basis for all internal control processes.

Cabinet

The documents forming the Council's Constitution together set out the key procedures used to conduct the Council's business. As such they form the basis for all internal control processes.

Council

set out the key procedures used to conduct the Council's business. As such they form the basis for all internal control processes.

Cabinet

Operational Management Team & Service Management Teams.

Annual reports to Cabinet (March)

Audit Committee	Through periodic reporting each year to EMT and Audit Committee.
	Actions in service / departmental risk registers monitored quarterly through service plan reporting and updates on the corporate risk register get reported to CMT quarterly and Audit Committee half yearly

Executive Management Team	Through periodic reporting to Chief Executive & review of governance arrangements
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Audit Committee	Through periodic reporting to EMT and Audit Committee.
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Audit Committee	Through periodic reporting to EMT and Audit Committee.
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Cabinet

Through setting and monitoring performance targets and by measuring performance against Action Plan milestones.

Cabinet

Through monitoring performance against Action Plan targets.

Cabinet

Through OMT

CMT

Through OMT and review of files by Legal prior to sale.

CMT

Audit Committee - challenge

Health and Safety Consultation process, Health and Safety Executive inspections, Internal and external audit. Reviewed by Health and Safety Manager/Head of Audit.

CMT

Audit Committee - challenge

Health and Safety Consultation process, Health and Safety Executive inspections, Internal and external audit. Reviewed by Health and Safety Manager/Head of Audit.

LSP Executive

By monitoring progress against targets in Service Plan.

Cabinet	Regular monitoring by Financial Services Manager. Reports to Cabinet regarding compliance with Prudential Indicators. Report to Council on performance for preceding year.
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TBA	Monitoring of contract with outsourced provider. Post Implementation Reviews. Change Control Notice procedure.
-----	--

Cabinet	Progress in action plan implementation monitored by; EMT, Cabinet and OMT. Significant changes will be reported to Cabinet.
---------	---

EMT	Plan suitability and development monitored through internal EP/BC meetings with the Strategic Director (Civil Contingencies Coordinator)
-----	--

EMT	Internal document only Plan suitability and development monitored through EP/BC meetings with the Strategic Director (Civil Contingencies Coordinator)
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Cabinet

Through the workforce plan.

EMT / Audit Committee
Challenge

Through EMT

EMT

Reports on progress to CMT,
undertaking surveys and media
monitoring exercises.

EMT

Through Service Management
Teams and Operational
Management Team

Cabinet

Consultation Adviser in each
Department, coordinated by
Lead Officer

Executive Management Team	Referrals from Councillors, MPs and the Local Ombudsman.
Audit Committee	Review by Head of Governance of cases that reach Stage 2.
Cabinet / Full Council	Highlight Reports to CMT; Corporate Scorecard and update reports to Cabinet.
Cabinet	Annual review by Head of Service
TBA	Through integration of action planning with service plans and via Highlight Reporting to CMT.

CABINET

21st September 2016

Subject: Corporate Plan

Cabinet Member: Councillor Riley, Leader of the Council

1. Purpose of Report

1.1 To seek Cabinet approval for the proposed draft Corporate Plan.

2. Links to Council's priorities and objectives

2.1 The Corporate Plan is explicitly linked to all of the Council's priorities.

3. Recommendations

3.1 That Cabinet considers the Corporate Plan set out in Appendix 1 and agrees to forward it to full Council for further consideration.

4. Background

4.1 The Corporate Plan is an important document for the Council. It sets out the strategic direction for the organisation as well as how the Council will achieve its aims and priorities through appropriate action planning.

4.2 Each year the Corporate Plan is subject to an annual refresh to consider a new set of annual objectives that are linked to the Council's medium term priorities. This includes a consultation process with Cabinet members and a draft has also been sent to all Councillors. Service planning with managers and staff is developed to ensure it underpins the corporate plan.

5. Report

5.1 The Corporate Plan is attached as Appendix 1 and sets out the medium term priorities for the Council which are:

Public Health & Wellbeing
Environment
Transforming our Community

Efficient and Effective Customer Focussed services

- 5.2 These priorities are based on an analysis of needs and issues for the Borough (summarised in chapter 2 of the Corporate Plan) as well as consultation results which are set out in chapter 5. The consultation results are now three years old, and it is good practice to not use consultation information older than this. Consequently, a more detailed review of the Corporate Plan is proposed to be undertaken in the Autumn which will include public consultation and more detailed consideration by the Policy and Scrutiny Committees.
- 5.4 The Corporate Plan also includes an annual report, which starts on page 30, detailing the Council's achievements over the last year. There are a number of significant outcomes, ranging from the creation of a soft play area and a nature trail at Waterside Farm to the construction of 3 new homes at St Christopher's Mews, the first new council housing constructed by the Council in many years. Significant challenges remain, such as progressing the Local Plan, which was submitted to the Planning Inspectorate last month.

6. Corporate Implications

a. Financial implications

The Corporate Plan has significant resource implications including the need to secure significant financial savings.

b. Legal implications

Some of the actions set out in the Corporate Plan are subject to legal requirements following national legislation such as the Localism Act.

c. Human resources and equality

The plan has significant human resource and equality implications which are further considered in service and project planning.

7. Timescale for implementation and risk factors

This is set out in the Corporate Plan.

8. Background Papers:

Corporate Plan 2016/18

Report Author: Craig Watts; Telephone: 01268 882419 crwatts@castlepoint.gov.uk

2016

Draft Corporate Plan



castlepoint

benfleet | canvey | hadleigh | thundersley

Craig Watts

CPBC V1.1

8/31/2016

Castle Point Borough Council
Corporate Business Plan
2016 – 2018

**‘Turning
Opportunities
into Reality’**

Foreword

The Council recognises that the ongoing impact of Austerity means we that we continue to face acute challenges with the continual need to find efficiencies and cost savings in a climate where good public services for our community must continue to be our priority. The Council has a track record of success and has reduced costs substantially over the last few years. For example the overall net cost of Council services in 2014/15 was £117.89 per head of population compared to an average for all District Councils of £121.43. This represents a significant decrease since 2009/10 when the figure was £176.83 per head. Although we have been decreasing costs, we have taken on new challenges, and for example, this year has seen the Council build its first new Council homes for many years

However, there remains a serious challenge to the Council in future years as we need to find further savings to counter the expected cuts in grant funding we will receive from the government in the future. The Council's financial forecast currently indicates that its budgets are largely balanced for 2016/17 and 2017/18. However, significant budget gaps of £1.1m and £1.9m are forecast for 2018/19 and 2019/20 respectively.

This year will see significant transformation of Council Services. We will be reviewing the way we work and will be targeting further cost savings wherever possible. Two important services will be reviewed and we will obtain further cost savings by implementing modern working practices and developing the way we deliver services. However, we will ensure that all our front line services operate as you would expect and will continue to look at ways of enhancing these services. For example, we have ambitious plans to provide a new gym facility at Runnymede swimming pool.

We will be exploring the use of ICT and smarter procurement and working practices to cut costs to the bone. We will also be investigating different ways of using our assets to increase revenue.

We remain ambitious and the regeneration of our town centres at Hadleigh and Canvey continues to be a key priority. We will continue to work with partners to develop a vision for Town Centre regeneration which will bring much needed new facilities to those areas.

Finally we are aware how important the Local Plan is to our community and will ensure that it is progressed to encompass the views of the community as much as possible whilst delivering a long term sustainable approach to future development.

Councillor Colin Riley
Leader of the Council
September 2016

David Marchant
Chief Executive
September 2016

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Chapter 1: The Strategic Framework

This corporate business plan is part of a wider and more complex strategic framework which is expressed at national levels in legislation and national strategies and regional levels as well as at a local level. The key elements will be explored in more detail within this plan, whilst the table below provides a summary:

National	Sub National	Local
Sustainable Communities Plan	Essex Partnership	Corporate Business Plan
Localism Act	Community Strategy	Local Strategic Partnership (LSP) Delivery plans
National Planning Policy Framework	Local Enterprise Partnership	Local Plan (in development)
Health and Social Care Act		
Department for Works and Pensions (DWP) / Welfare Act		Other cross cutting strategies and plans
Welfare Reforms		
Energy Act		Medium term financial forecast
National Housing Strategy	Thames Gateway Housing Strategy	Joint Municipal Waste Management Strategy
National Waste Strategy		
Equality Act 2010		

Our Values

Our values influence everything that we do and how we interact and shape our community. They impact on our priorities and focus for the future and help form our key targets for improvement.

Our values demonstrate that how we work to deliver our priorities is important to us and that in everything we do - we all work to the same framework of values:

Equality: fair treatment for all

Respect: respect each other

Integrity: integrity in all of the work we do

Caring: listening and acting on staff, Councillor and customer needs

Innovation: seeking new, improved and sustainable ways of working

Teamwork: valuing everyone's contribution

Accountability: We will be open and accountable to our residents, customers, partners, Councillors and staff.

Safeguarding Policy Statement

Castle Point Borough Council provides a wide range of services and facilities. The Corporate Plan supports an overarching approach to safeguarding which covers all services. Castle Point Borough Council will promote the welfare and protection of children, young people and vulnerable adults within all services by:

- Respecting the rights, wishes, feelings and privacy of children, young people and vulnerable adults.
- Preventing abuse by promoting good practice, creating a safe and healthy environment and avoiding situations where abuse or allegations of abuse occur.
- Taking seriously and responding appropriately and promptly to all concerns, incidents and allegations.
- Providing training appropriate to the level of involvement with children, young people and vulnerable adults to ensure that employees understand the different forms of abuse as well as their roles and responsibilities under the Council's Codes of Conduct and the Combined Safeguarding Policy.
- Requiring organisations that the Council contracts with or that provide the Council with services, to have appropriate safeguarding policies and procedures in place.
- Not tolerating harassment of any Members, employees, volunteers, contracted service providers or children/vulnerable adults who raise concerns of abuse.
- Ensuring that unsuitable people are prevented from working with children, young people and vulnerable adults through the Council's 'Safe Recruitment Procedure.'
- In order to stay at the forefront of safeguarding, Castle Point Borough Council is committed to reviewing its safeguarding policies and procedures every year.

This policy applies to all services within the scope of Castle Point Borough Council. In addition to employees and Members, it also applies to volunteers, outside hirers, outside organisations delivering services on behalf of Castle Point Borough Council, contractors and grant funded organisations.

The Castle Point 'Golden Thread'

The strategic planning framework is an inter linked process and this Corporate Plan is a key element of the process. Our planning framework ensures everything is linked in what is known as the 'Castle Point Golden Thread'. This is a process which ensures all our important plans consider each other. This starts with the Community Strategy, which outlines our long term ambitions that we have drawn up with our partners. These ambitions also consider the medium term priorities written into this Corporate Plan, which outline what the Council wants to achieve over the next three years. Linked to the Corporate Plan are Service Plans for approximately twenty service areas within the Council. These set out what each service aims to achieve over the next few years. Finally linked to the service plans are personal performance development plans for each employee, which set out personal targets for each employee that link with the targets in the service plan. All our plans consider the needs of residents, customers and users through consultation processes, and there are a number of other strategies that our plans also consider. The Castle Point Golden Thread process is illustrated in the following diagram:



Chapter 2:

A summary of the challenges faced by the Borough and the Council

The Borough faces a variety of challenges and opportunities that arise from its unique identity. This includes a range of environmental and social factors. In addition new national challenges have emerged over the last few years. This includes the challenging economic climate and the national focus to cut public expenditure and obtain greater efficiencies. Legislation such as the Localism Act also place new expectations and responsibilities on local authorities.

There are a range of issues that face the Borough, which we believe we can help to improve through actions either by ourselves or with others. These are set out below:

2.1 Things we need to do in partnership with others:

We need to help create more confidence in the Economy by undertaking regeneration work that:

- Regenerates our Town Centres
- Helps create more local employment;
- Increase the level of affordable housing.

Lack of affordable housing remains a significant issue in Castle Point, for example 44.86% (November 2012) of first time buyers cannot afford a flat or maisonette based on a mortgage at 3.0 times their income. House prices are now increasing and for example lower quartile prices in Castle Point were £163,000 in February 2013 increasing to £193,000 in February 2015, a percentage increase of 18.4% in two years. Affordable Housing is a generic term and includes rented social housing provided by a local authority or housing association, as well as schemes such as shared ownership and rent to buy (known as intermediate housing) to help people get on the property ladder.

We need to raise the skills and knowledge of the local workforce so that:

- Employers are attracted to locate in Castle Point;
- We can improve the life chances of our residents.

We need to regenerate town centres and improve the quality of social housing and of the Parks and Open Spaces to be able to:

- Make the Borough a place of choice to live, work and play;
- Reduce the fear of crime
- Meet the needs of a diverse and ageing population.

We need to ensure that public services for our communities, irrespective of the provider, are accessible, tailored and targeted to support the wellbeing of the area such that:

- Services are valued by all of the Borough's communities;
- Reduces social inequality;
- Disadvantaged residents are supported appropriately;

- Our communities are sustainable.
- The health of our residents improve, including reducing obesity and encouraging exercise
- We support the engagement of our community and help deliver high quality public services

2.2 Things we need to do ourselves or through services we commission:

We need to maintain and improve the local Environment by:

- Ensuring our street cleansing service provider adheres to the contract requirements;
- Maintaining satisfaction with our street scene services
- Protecting and enhancing the natural environment of the Borough through the effective management of our parks, woodland and open spaces;
- Delivering high quality refuse and recycling collection services for residents and local businesses;
- Utilising our enforcement powers and targeting known hot spots for environmental crime; and by
- Adopting a risk based approach to the inspection of businesses operating within the Borough.

We need to help transform our community by:

- Developing a local plan in consultation with our community that helps to regenerate our town centres whilst ensuring Castle Point is a place of choice to live, work and play.
- Developing more effective ways of engaging with our communities to strengthen our decision making and also to encourage them to become more involved in issues that affect the local community; and by
- Developing our approach to the way we manage our estates to enable the regeneration of sheltered housing and to explore how our estates can be further developed for affordable housing.
- Considering the needs of our residents in the design and delivery of services.

We need to develop wellbeing in the Borough by:

- Encouraging healthy lifestyles with a range of leisure activities and by encouraging more people to undertake regular exercise either by using our leisure facilities or by utilising the natural attractions in the area to walk, cycle and run.
- Improving the quality of housing, both Council and privately owned
- Working to support more vulnerable residents for example by facilitating the access to greater social activities of sheltered housing for elderly people that may live nearby.

- Ensuring that businesses operating in the Borough do so in a safe manner and comply with all relevant legal requirements.

We need to ensure our services provide the best possible value for money by:

- Transforming the way we work and using new technologies and new working practices to be a more efficient and effective organisation.
- Looking to provide services in other ways such as by the private sector, community organisations or other public bodies.
- Reviewing the value for money provided by services and implementing improvements.

Chapter 3: Our Vision for the Borough

This is an exciting time for the Borough. The Council is working hard with partners to regenerate the Borough and improve it as an area to live, work and play. We want to see a re-vitalised Borough with the development of town centres at Canvey and Hadleigh with improved infrastructure, more housing and better employment opportunities. Our vision is:

“To help reduce social inequality, improve the health of our communities and develop the economy by working closely in partnership with other agencies. We want to improve the wellbeing of our community with clean streets, pleasant open spaces and good quality housing. We will nurture community resilience and work closely with our partners to help the community help itself and to enable greater participation in decision making.”

We recognise that working and planning for the future, in partnership, is key to maximising opportunities for the Borough. As such we have joined with our partners through a Local Strategic Partnership, to share high level ambitions for the Borough. This links in with other partnership organisations both regionally and more locally.

3.1 Local Enterprise Partnership

The partnership consists of the upper tier and unitary authorities of Essex, Kent and East Sussex. It has the mission to ‘Create the most enterprising economy in England’ through four strategic objectives:

OBJECTIVE 1: Secure the growth of the Thames Gateway

OBJECTIVE 2: Promote investment in our coastal communities

OBJECTIVE 3: Strengthen our rural economy

OBJECTIVE 4: Strengthen the competitive advantage of strategic growth locations

3.2 Essex Partnership Board

The Essex Partnership Board is the wider strategic partnership for Essex, including all district councils, the County Council as well as partners such as the Police, Fire and Health services and from the voluntary sector. The partnership has several priorities, and recent focus includes the Whole Essex Community Budget (WECB) pilot. The pilot was one of four awarded nationally. Essex was the only large complex rural county chosen with mixed governance arrangements that included two Unitaries and twelve District/Borough Councils.

This partnership focuses on six themes. These are:

- Domestic Abuse
- Reduce Re-offending
- Family Solutions
- Strengthening Communities
- Social Investment
- Skills

Programme arrangements are in place to implement the key themes. For example a Family Solutions Project has developed a county wide approach with 8 multi-disciplinary teams placed within the districts of Essex to focus support to families with complex needs. Work is also being undertaken through partnership arrangements via the Local Strategic Partnership. For example work to reduce re-offending and domestic abuse is being undertaken by the Community Safety Partnership.

3.3 Thames Gateway South Essex

The Thames Gateway South Essex (TGSE) partnership is a significant strategic partnership that includes Castle Point, Southend, Thurrock, Rochford and Basildon. The partnership is based at Castle Point, and is independently resourced from contributions from the five partners as well as some Registered Social Providers (RSP's). Key achievements included a wide variety of work ranging from the joint commissioning of a recent strategic housing market assessment to securing £5.88m grant funding to support Decent Homes and Empty Homes initiatives in the region. The partnership focuses its work on Strategic Housing issues for the sub region.

3.4 The Local Strategic Partnership (LSP)

Castle Point and Rochford share a strategic partnership with a joint vision for our communities. It has brought together at a local level the different parts of the public sector, as well as representatives from the private, business community and voluntary sectors, so that different initiatives and services support each other and work together. We have built up experience and now have a successful record of productive partnership working.

Our LSP believes that the best way to achieve this vision is by working together, with people and communities, with local businesses, organisations and interest groups, and with a wide range of other partnerships and providers of local services.

During 2014 the partnership re-developed its ambitions and priorities to the following:

Community Development: *strengthening local communities and ensuring inequalities in quality of life are reduced*

Community Safety: *achieving a community where people feel safe to lead their lives*

Employment Skills & Business: *opportunities for everyone to learn, making Castle Point a prosperous place with a well skilled workforce. Achieving a sustainable, prosperous economy in a Borough where people can afford to live*

Health & Wellbeing: *ensuring everyone has access to the health and care services they need and that all services work towards a healthier community*

Safe & Thriving Children: *securing better outcomes for children, young people and their families*

Chapter 4: National Framework and Legislation

4.1 National Performance Management Framework

Since the election of the coalition government in 2010, a new approach has been taken to the regulation of local government with significant changes. These include:

- The dissolution of the national performance management framework.
- Significant reductions in requirements to collect performance indicators and information
- The cessation of national targets
- The cessation of the Audit Commission inspectorate
- Reduced national role for external audit with the focus on financial regularity
- Abolition of the Standards Board for England with more locally focussed arrangements

Furthermore instead of setting targets, the coalition government used financial incentives or restrictions to effect government policy, whilst giving authorities some freedoms in the implementation. For example:

The New Homes Bonus is paid each year for 6 years. It's based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use.

The coalition government has also reduced the amount of Council tax benefit paid to each local authority by 10%. Councils have some freedom in the criteria to be used

to apply this to residents by devising their own local council tax scheme, but there are restrictions to the criteria. For example, the elderly and vulnerable are protected. Castle Point Council adopted its own local council tax scheme for 2014/15 in January 2014.

4.2 Austerity

One of the greatest challenges faced by all local authorities is the need to find substantial savings. The Council's financial forecast currently indicates that its budgets are largely balanced for 2016/17 and 2017/18. However, significant budget gaps of £1.1m and £1.9m are forecast for 2018/19 and 2019/20 respectively. This means that the Council can continue to work towards delivering the savings that are required in order to balance future years in a measured way.

This is not a new concept to local government and since 2010 this Council has delivered savings in response to reductions in government funding of some £3m, which is a reduction of 53% of the overall funding.

4.3 Localism Act 2011

The Localism Act is an important piece of legislation that impacts on all councils in England. It helps underpin the government's vision for a 'Big Society' and the commitment to provide greater freedoms to Councils. It has a number of provisions aimed at local government and the community.

Chapter 5: Consulting with our Communities

5.1 Public Consultation

The Council consults service users as part of service reviews and as part of normal service operation. Many services conduct regular surveys to inform decision making and gauge levels of satisfaction.

In the summer of 2013 a public consultation was held on the corporate plan and members of the public were asked to complete a questionnaire which asked questions on the relative importance of council services, service objectives and service satisfaction. There were about 500 responses, and the results are consistent with previous consultations as summarised below:

Table 1 – Top 5 Most Important Services

Rank	Service
1	Refuse collection
2	Keeping public land clear of litter and refuse
3	Environmental Health Services
4	Parks & Open Spaces
5	Working with the Police to reduce crime and anti-social behaviour

Table 2 – Top 5 Least Important Services

Rank	Service
1	Events like the Castle Point Show and Fireworks Fiesta
2	Land Charge services
3	Local Meetings with Councillors
4	Easter & Summer out of school activities for young people
5	Benefits payments

It is clear from the results that the most important services relate to Environment, including Refuse Collection and Recycling and Street Scene. Community Safety is also an important service, as is Council Tax collection. Conversely the least important services relate to Events and Neighbourhood Meetings. Some statutory services such as Land Charges and Benefit payments also feature. When asked what the priorities for improvement were, reducing crime and anti-social behaviour as well as having a well run council featured strongly:

Table 3 – Priority Areas for Improvement

Rank	Priority Area
1	Reduce crime and anti-social behaviour in partnership with the police and other agencies.
2	Having a well run Council that looks to provide value for money services with improvements in service quality whilst keeping costs down.
3	Provide better quality sheltered housing for older people.
4	Work with other organisations to improve services.
5	Develop opportunities for residents to have more say in Council decisions such as through community events.
6	Work more closely with the business community to help develop opportunities for businesses in the borough.
7	Use new technology to be more efficient and reduce bureaucracy.
8	Work with volunteers and community groups to improve 'hotspots' for example with community litter picks.
9	Improve access to homes for local people with low household incomes.
10	Improve the health of our community through joint working with partners and by providing activities that promote a healthy lifestyle.
11	Work with the community to improve the Town Centres of Canvey and Hadleigh.
12	Give responsibility to local community organisations to run services where

	possible.
13	Only provide support to charities and the voluntary sector where Council services are being enhanced.
14	Improve the way the Council communicates with its community such as using e-mail, twitter, facebook and the internet?

It is also clear that residents see having more say in Council decisions as important, as well as better quality sheltered housing for older people.

5.2 Service Satisfaction

A service satisfaction survey was also undertaken in the summer of 2013 for a range of services:

Rank	Service	Percentage Satisfied or Very Satisfied
1	Recycling facilities	95.8
2	Waste collection service	94.9
3	Overall satisfaction with Council Services	90.4
4	Parks and Open Spaces	86.1
5	Benefits Service	85.2
6	Playground facilities for young children	82.7
7	Events such as the Castle Point Show and Fireworks display.	81.6
8	Sports and Leisure facilities	78.1
9	Keeping land clear of litter and refuse	73.5
10	Building Control services	67.8
11	Planning services	67.7
12	Dealing with Complaints	66.8

There is strong satisfaction with recycling and waste collection services. Furthermore satisfaction with Parks and Open Spaces is strong and overall satisfaction with Council services is high.

There is weaker service satisfaction for planning and building control. It is likely that there are a range of explanations for this..

The Council has used results of the service satisfaction survey to help develop and improve services. This includes, for example, the refurbishment of Waterside Farm as well as procuring a new grounds maintenance and street cleansing contract.

5.3 Place Survey

In 2013, Essex County Council commissioned a place survey, which looked at issues such as satisfaction with the local area and Council as well as issues of feeling safe after dark for all districts in Essex. A report was provided to Castle Point in December. A total of 371 people in Castle Point were surveyed with the following results:

Satisfaction with the Area as a Place to Live

Across the twelve districts, residents living in Maldon (91.2%), Chelmsford (87.9%), Uttlesford (87.7%) and Rochford (86.4%) are more likely to be satisfied with levels of overall satisfaction significantly higher than the county average (80.7%). There are lower levels of satisfaction in Harlow (69.1%), Basildon (74.5%), Castle Point (76%) and Colchester (77.2%) than elsewhere.

The Council has a key role to play in how residents perceive their local area. In addition to providing value for money, well-run services, where residents also feel that the Council is promoting the interests of their community then satisfaction with the area is higher. The physical and social aspects of the local area also play a part in satisfaction – feeling safe, living in a clean and litter free environment and among people who respect others all appear as influences on satisfaction with the area.

There are also a number of environmental and social factors which affect the perception of an area for which the Council may not have a significant impact; this includes for example, the amount of historical buildings and architecture, the density of households as well as the availability of pleasant countryside. In a recent national survey (March 2013) the historic town of Harrogate scored very highly. The lowest score was for East London.

Satisfaction with Local Council

A total of 63.2% of Castle Point Council residents were satisfied with the way their local council runs things. The average for all Essex districts was slightly higher at 64.5%. The highest scores were for Rochford (75.4%) and Maldon (71.6%) whilst the lowest scores were Harlow (53.75) and Colchester (55.7%). Some care needs to be taken when viewing these figures as some County Council services (such as highways) can be confused with some of the local services provided by the Council.

Neighbourhood Belonging

A total of 72.3% of Castle Point residents felt that they belonged to their local area. This was above the Essex average (68.8%) and significantly higher than Harlow (55.7%) and Basildon (57.5%) residents. Areas with the highest score included Maldon (78%) and Rochford (75.6%).

Feeling Safe

Levels of perceived safety after dark vary considerably by area. Perceived safety is significantly lower than average in Harlow (36.7% feel safe), Basildon (48.4%). It is the more rural areas of areas of Uttlesford (74.7%) and Maldon (67.7%), where people feel most safe after dark. Castle Point's score of 49.4% is relatively low and below the average for Essex at 58.5%. This may be partly explained by a population which is significantly older than most other district council's in Essex.

5.4 Consultation for the Local Plan

As part of the preparation of the Local Plan, a detailed and extensive consultation exercise was undertaken in the winter / spring of 2012. Questionnaires were sent to

39,911 residential and business addresses. A total of 3,798 responses were received, giving a response rate of 9.52%.

The leaflet invited all residents and businesses to attend a neighbourhood meeting, a coffee morning and/or the business forum. Officers also attended the Youth Conference and two Age Concern lunches, meeting a number of local residents falling within the younger and older age categories.

What is good about where you live / operate your business in Castle Point?

This question was answered by 3,048 (80.27%) of the respondents to the questionnaire. The top 10 ranked responses are set out below:

Question 1 – What is Good (Strengths)	Rank
Green / Open Space	1
Shops – access	2
Bus Service	3
Quiet	4
Community Facilities	5
Rail Connectivity	6
Seafront / Coastal	7
Woodland	8
Green Belt	9
Community Spirit	10

Environmental factors are clearly seen as important to residents, and this also fits with the importance given by residents to Council services that are Environmental in nature.

What needs improving where you live / operate your business in Castle Point?

This question was answered by 3,125 (82.3%) of the respondents to the questionnaire.

Question 2 – What needs improving (Weaknesses)	Rank
Road and Pavement Maintenance	1
Traffic Congestion	2
Town Centre / Shops	3
Street Cleaning / Litter / Dog Fouling / Weeding	4
On – Street / Illegal Parking	5
Public Transport	6
Too much building	7
Lack of Police	8
Car Parking	9
Lack of Youth Provision	10

The questions above differ for the questionnaire used to help develop the corporate plan because the corporate plan is more focussed on services provided by the Council. Nevertheless, it is interesting to note that a significant element of the written feedback received for the corporate plan refers to Road and Pavement maintenance, and in the consultation used for the local plan, this appears as the top issue that needs improvement. Street Scene is also a significant area for improvement.

Imagining the future, what issues do you think might affect your quality of life or business success?

This question was answered by 3,060 (80.59%) of the respondents to the questionnaire.

Question 3 – future impacts (Threats)	Rank
Development causing congestion	1
Development causing over development / over population	2
Traffic congestion	3
Loss of Green Belt	4
Development impacting on infrastructure capacity	5
Development causing a loss of open space	6
Policing / Crime	7
Lack of variety of Shops	8
Empty / Closure / Lack of Shops	9
Road proposals in Hadleigh Masterplan	10

The impacts of development were a key concern for the future amongst residents. Residents were of the view that development was likely to result in additional congestion, over development, a loss of Green Belt, impacts on infrastructure capacity and a loss of open space. All these concerns featured in the top 10 concerns for the future in Castle Point. There have also been a significant number of concerns raised in this area during the consultation for the corporate plan.

What services and infrastructure are needed to make Castle Point better for residents and businesses?

Question 4 – Services and Infrastructure (Opportunities)	Rank
Improved road network	1
Third Road	2
Improved public Transport	3
Town Centre Improvements	4
Road & Pavement Maintenance	5
Improved Policing / Safety	6
Improved Environmental Services	7
Improved Youth Provision	8
Free / Improved Parking	9
Lower rates, business support and growth	10

There is a considerable resident view of the need to improve the infrastructure of the borough, particularly for transport. These issues will need to be carefully considered in the development of the Council's Local Plan.

5.5 Core Business Considerations

When considering the results of consultation, a number of factors need to be further considered as set out in Chapter 2. Key issues include the following:

Limitations of consultation work. It is not always easy to explain different concepts such as 'improve the health of our community' in a survey questionnaire and it is possible that respondents will have different ideas about what this means. As a result they may respond in different ways.

Political priorities. This includes the commitments given by members as part of the election process and is a key feature of democratic accountability. For example, commitments provided to improve the housing and leisure services, to refurbish Waterside Farm and to keep bureaucracy to a minimum.

Cost effectiveness. For example, whilst events are not a high priority in the citizen's panel survey, they are enjoyed by a significant proportion of the population in Castle Point. As a result, the Council has managed the service provision of events to be largely cost neutral. I.e. the cost of managing and maintaining events is offset by the income raised.

Partner priorities. For example, there is a requirement for schools to teach children to swim. As there are no swimming pools at Canvey Schools, it is important for schools to have access to good quality public swimming pools within a reasonable distance. There are also important partner priorities for regeneration and vibrant town centres is an element in ensuring a sustainable community.

Statutory business functions. There are a number of statutory services which may not necessarily be a priority from resident surveys but which are a legal requirement to be provided and important for the sustainability of the community. Examples include Building and Development Control, Environmental Health, Licensing and the Benefits Service.

Chapter 6

Our Vision and Medium Term Aims and Targets

Our vision is to reduce social inequality, improve the health of our communities and develop a prosperous economy through targeted regeneration of the Borough. We want to improve the wellbeing of our community with clean streets, pleasant open spaces and good quality housing. We will nurture community resilience and work closely with our partners to help the community help itself and to enable greater participation in decision making. We want to achieve this through the following four aims:

- **Public Health and Wellbeing**
- **Environment**
- **Transforming our Community**
- **Efficient and Effective Customer Focused Services**

Aim: Public Health and Wellbeing

We will seek to secure the wellbeing of our community and will work closely with our partners to achieve outcomes that have an impact on people's lives. We will work closely with residents, local businesses and our partners to reduce crime and anti-social behaviour. We will work to improve the wellbeing and health of our community by improving our leisure and recreational offer and by working with our partners to promote healthy living. We will engage more closely with our community and develop services in partnership with other public sector organisations to improve the quality of people's lives and assist with dealing with the needs of an ageing population as well as provide for needs of younger people through sport, recreation and play facilities. We will work closely with the voluntary sector to provide essential services for those facing difficulties in this challenging economic climate through debt advice and support.

Our Targets:

Continue to support the Community Safety Partnership in meeting its strategic priorities of reducing anti social behaviour, domestic abuse, acquisitive crime and re-offending

Crime and feeling safe after dark remains a significant priority for residents and the Council is engaged in partnership work to reduce anti-social behaviour, domestic abuse acquisitive crime and re-offending by supporting key partnership initiatives and programmes. .

Increase the proportion of people participating in physical activity by:

- **At least 200 additional older people participating in leisure and social activities provided by the sheltered housing service. (March 2017)**

Implement the Leisure and Recreation Strategy to improve the health and wellbeing of residents.

Rationale: Some of the key health issues facing the Borough relate to lifestyle factors including obesity, poor eating habits and below national average physical activity. The targets above are designed to promote physical and wellbeing activities and increase the proportion of people participating in physical activity.

Aim: Environment

The environment is consistently a high priority for residents, who want to see well maintained parks and open spaces, and streets that are clean and free from litter, refuse, graffiti and fly posters. We want to improve and maximise any positive impacts on the environmental quality of the Borough with high quality parks and open spaces and by encouraging a reduction in waste production and participation in our recycling services as well as promoting energy efficiency. We will continue to promote our services and facilities and to ensure that outsourced services or facilities maintained by voluntary groups are delivered to the required contract standard or in accordance with the approved management plans.

Our Targets:

Maintain high satisfaction (over 90%) with the refuse collection service

Rationale: To maintain a good quality refuse collection and recycling service.

At least 85% satisfaction with parks and open spaces (March 2017)

Rationale: To maintain high satisfaction with parks and open spaces and encourage greater participation in physical activity.

At least 80% satisfaction with Council's efforts to keep public land clear of litter and refuse (March 2017)

Rationale: To ensure a high quality grounds maintenance and street cleansing service.

Aim: Transforming our Community

We aim to transform our community to ensure we provide a sustainable future for all who live, work and play in the Borough. We will do this by setting the right planning framework in place, in consultation with our community, which allows for a sustainable future and the regeneration of town centres. We will also contribute to the regeneration of the Borough by ensuring our services are fit for purpose now and in the future. This includes making the most of our assets to help ensure cost effective services which meet the needs of our community. We will work with others to achieve lasting benefits for the Borough. We will work with the community and with partners to develop community resilience and to help the community help itself.

Our Targets:

Progress the development of the Local Plan in accordance with the milestones set out in the Local Development Scheme

Rationale: It is important for any development in the Borough to be undertaken in a planned way to protect the green belt as well as allow for appropriate development in our town centres and in the construction of housing.

Encouraging the regeneration of Hadleigh and Canvey Town centres through the planning process and effective partnership working with the public and private sectors (March 2017).

Rationale: The fabric of the town centres has decayed over the years and needs to be reinvigorated to meet the needs of the community and provide modern retail, residential and transport infrastructure.

Review our assets and identify significant efficiencies and savings as well as opportunities to increase revenue and enhance service delivery.

Rationale: The Council owns a range of assets including offices, parks, leisure centres, halls and car parks. There are opportunities to rationalise and develop assets to cut costs and increase revenue.

Work to continue a sustainable approach to house building

Rationale: The Council has begun to acquire and build new social housing but the changes to the Housing Revenue Account and reduction of tenant's rents has meant that a new approach to programming construction needs to be made with housing acquired from Section 106 agreements as well as the sale of Housing Revenue Account assets which can help with the costs to develop new social housing..

Aim: Efficient and Effective Customer Focused Services

There is a challenging economic climate and the government has taken action and will continue to take action to reduce public expenditure. At the same time the demand for good quality customer focused public services remains high and there are a range of improvements required by elected members and residents. To deliver this challenging agenda, Council services must be as lean as possible with as little bureaucracy as necessary. We will achieve this by reviewing our services and will explore working practices and utilise new technology to maximise efficiency and working practices. We will seek to provide services in the most cost effective way and will work with partners in the private, public and with the wider community to secure the best value for money service provision.

Our Targets

Savings identified and delivered to achieve a balanced budget in current and future years. (Ongoing).

Undertake service reviews and utilise ICT and new working practices to identify significant efficiencies and cost savings to help ensure balanced budgets up to 2019/20

Rationale: To achieve a balanced budget through cost reduction and more efficient working practices.

Objectives

How we develop, agree and monitor our objectives

Draft objectives are developed as part of the service planning process in the autumn of each year

Key corporate projects are also assessed and any relevant objectives determined.

Draft objectives are discussed with Cabinet portfolio holders and Heads of Service.

Progress in the achievement of the objectives is monitored by Policy and Scrutiny Committee and Cabinet as required. This includes a quarterly corporate scorecard report to Cabinet.

The Corporate Plan, including the annual objectives, is annually considered by full Council before the end of March and in time for the coming financial year.

Chapter 7:

Our Annual Objectives for 2016/17

For each of the four aims we agree a set of annual objectives for the year, which are designed to ensure we can achieve our medium term corporate targets.

Aim: Public Health and Wellbeing

Annual Objectives:

1. **Facilitate the further development of social, recreational and sport opportunities for local residents.**

Outcomes to be measured by:

- Satisfaction with Leisure Services
- The percentage of adults aged 16 or over participating in sport at least once a week.
- Progress construction of a new Gym facility at Runnymede Swimming Pool

Rationale: Consultation results and comments demonstrate that leisure is important for residents and following the significant investment in Waterside farm, further investment in Runnymede should help encourage more people to participate in Sport and Leisure activities, whilst also reducing costs with a new chargeable gym provision.

Aim: Environment

Annual Objectives:

2. **Provide an efficient and reliable refuse and recycling collection service which encourages the prevention or reduction of waste, re-use and recycling.**

Outcome to be measured by:

- Percentage of waste recycled or composted
- Total kg waste arising per household

Rationale: Waste recycling and reduction is an important issue for energy efficiency and waste is subject to increasing costs for disposal. It is therefore essential that the Council maintains satisfactory recycling rates as well as encouraging residents to reduce the amount of waste produced.

Aim: Transforming our Community

Annual Objectives:

3. **Progress development of the Local Plan for the Borough**
Outcome to be measured by:

- Submission of Local Plan to planning inspectorate and facilitate examination of the plan.

Rationale: In both the Corporate Plan survey and the Local Plan survey, the importance and concerns of development, the protection of the green belt and the development of infrastructure such as roads and Town Centres were very high priorities for residents. These complex issues need to be considered as part of the rigorous development of the local plan and associated planning framework.

4. Clarify approach to Town Centre Regeneration.

Outcome to be measured by:

- Planning application in partnership with developer to bring forward development of Hadleigh Town Centre Island Site.
- Create a Canvey Town Centre Management Team with public, private and voluntary sector representatives to take forward a programme of initiatives and projects to enhance the town centre.

Rationale: The issues for this objective are similar to the issues for the development of the corporate plan. There is very significant public interest in the development of these two Town Centres with complex issues which must be resolved through the careful development of master planning.

5. Increase the number of affordable homes constructed in the Borough.

Outcome to be measured by:

- Construction of 3 new affordable homes at St Christopher's Close
- Obtain planning permission for the development of two bungalows at Lawns Court

Rationale: There remains an acute shortage of affordable homes and there is an opportunity to develop homes in Brownfield sites. The recent funding restrictions on the Housing Revenue Account means that there needs to be careful planning and work to ensure sufficient capital receipts are in place to fund future projects.

Aim: Efficient and Effective Customer Focussed services.

Objectives:

6. Reduce costs and improve value for money of services through services reviews, improved Asset Management and enhanced ICT and target a balanced budget for 2017/18.

Outcome to be measured by:

- Completion of service reviews for Development Control and Revenues and Benefits and savings identified.

- Progress in review of assets to obtain greater value for money from asset management

Rationale: The Council continues to face austerity and will be required to make further budget cuts and/or increase income streams over the coming years. We recognise there is a need to be more commercially focussed to enable priorities to be achieved in a viable and sustainable way. Consequently a service review programme is in place undertake significant work to transform working practices through the introduction of modern working methods linked to the improved use of IT systems and software. Our assets will also be reviewed to see if we can obtain greater value for money and reduce the costs in the way that we manage our assets.

The results of the public consultation demonstrate that there is a need for the Council to be as efficient and effective as possible.

7. Strengthen Core Governance Arrangements.

Outcome to be measured by:

- Improvements in governance arrangements to strengthen decision making and improve communication for both members and staff.
- Development of a new Corporate Plan

Rationale: As the Council implements change it is necessary to have strong governance and good communication throughout the organisation. Members and officers will work closely to develop a new corporate plan with new priorities for 2017 and beyond.

8. Clarify approach to deal with the impact of Austerity and Welfare Reforms on the community.

Outcome to be measured by:

- Development of an Anti-Poverty Strategy

Rationale: The impact of Austerity means the Council has to be mindful of any changes in services or costs and how this impacts on the most vulnerable groups. Consequently an Anti-Poverty Strategy will be devised to help minimise the impact.

9. Work with partners to implement arrangements which secure greater value for money and help progress devolved governance.

Outcome to be measured by:

- Progress towards a combined authority for Essex

Rationale: The way we work in partnership with others can have an important impact on our ambitions for the area as well as help save costs. The Council is currently working with other Council's in Essex to explore the possibility of a combined authority with extra powers for issues such as transportation and skills. This work will continue as an integrated approach throughout Essex will help deliver infrastructure improvements and improve community services across Essex and at Castle Point and can result in significant efficiency savings.

10. Ensure the Council is fit for purpose by meeting national and local requirements to agreed timescales and to optimum performance standards.

Rationale: Council services undertake a range of core services which are important to customers and residents and need to be maintained.

DRAFT

Addendum

1. A Short Profile of Castle Point

Welcome to Castle Point. We are located in South Essex at the heart of the Thames Gateway South Essex sub-region between Basildon and Southend.

Just over 60% of Castle Point's land area is designated as Green Belt, and there are a number of important wildlife areas in the Borough including a special protection area and six sites of specific scientific interest. As a result, most of the Borough's population of 88,600 people live within one of four towns:

Benfleet 22%
Canvey Island 43%
Hadleigh 14%
Thundersley 21%

There are a number of factors that characterise the area of castle point:

Contrasting Towns - Castle Point is a Borough located on the north bank of the Thames Estuary. It is a Borough most easily characterised by its contrasting features. Castle Point comprises two urban areas of Canvey Island and the mainland towns of Benfleet, Hadleigh and Thundersley. These towns have different landscapes, built environments and social conditions. This presents both issues and opportunities when developing a vision for the future.

Diverse Natural Environment - Castle Point's urban area is tightly bound by the Thames Estuary and the metropolitan green belt and as a result the Borough benefits from a diverse natural environment including six Sites of Special Scientific Interest, a Special Protection Area and wetlands of international importance designated under the Ramsar Convention. These nationally and internationally important sites are threaded together by local wildlife sites that are distinctive to the varying landscape in Castle Point and include marshland, grassland and ancient woodland. The diversity of the natural environment is a very important attribute of the Borough due to its location in the urbanised Thames Gateway South Essex Sub-region.

Low Skilled Economy - The level of out-commuting both impacts on and is influenced by the quality of local employment opportunities. Jobs within the Borough are typically low skilled and are provided by small businesses that are less able to invest in high quality premises or training and development of their staff. For example the percentage of people possessing qualifications equivalent to NVQ level 3 and above is 38.8% in Castle Point, and 57.4% for the UK (December 2015). As a result, local jobs are largely located in rundown employment areas and pay is comparatively low at about £457.60 per week compared to an average for UK of £529. The average salary increases to £565.90 per week when the salaries of commuters are also considered, and the bulk of employment for local people is outside of the Borough.

Town Centres in need of vitality - Due to the high level of out-commuting from Castle Point, the local town centres lose a substantial proportion of the residential spend to other centres, particularly Basildon, Southend, Lakeside and Bluewater because people are more willing and used to travelling for what they need and want. As a

result, the town centres in Castle Point are in need of regeneration in order to make them more attractive to existing residents and as business and housing locations in order to enhance their vitality. Regeneration is necessary to address the significant under investment in public space that has occurred within town centres in Castle Point.

Ageing Population - The population of the Borough is ageing with the proportion of people over the age of 65 expected to increase to 30% by 2030. This has implications for accommodation provision and healthcare services in particular and should be reflected in plans for the future of the Borough.

Young People - Young people (under 20 years) will continue to make up over 20% of the population and it is important that their educational and social needs in particular are met. The under 15 age group is expected to decrease by 6% over the next 5 years. There is currently a perception that young people do not have enough to do, resulting in crime and anti-social behaviour. This issue needs to be addressed in order to achieve greater community cohesion.

Ethnicity - The diversity of the population in Castle Point is not extensive. Approximately 95% of the population regards themselves as white British. The next highest ethnic group is Asian at about 1.7% of the population. There are no particular concentrations of ethnic population in districts within the Borough.

Impact of the Recession - Castle Point Council are monitoring the current economic climate, and ensuring our anti poverty strategy and working practices are realigned to minimise the impact of the current recession. Economic activity and the employment rates are volatile. Some key facts provided by government agencies are set out below:

Key Facts:

Area 45.08 km² (17.41 square miles)

Rural Land Area 60%

Population 88,900 (2014 Estimate)

Population Density 1,921.2/km² (4,976 / square mile)

Households 36,730 (2015)

Workforce 46,900 (2015)

Unemployment: 1% receiving Jobseekers allowance (December 2015). A total of 3.7% of the working population are not working. The national average is 5.2% for all non-working people and 1.6% for those receiving Job Seekers allowance.

Ethnicity:

White 96%

Asian 1.5%

Black 1.1%

2. Annual Report 2015/ 2016

Our achievements are set out under our corporate priorities and annual objectives for 2015/ 2016 as follows:

Public Health and Wellbeing

Implement the Leisure and Recreation Strategy to improve the health and wellbeing of residents and develop further social, recreational and sport opportunities for local residents.

Since the opening of Waterside Farm Leisure Centre in August 2013 the facility has experienced increased usage, and remains very popular amongst local residents.

The council has continued investing in the leisure service which has seen a number of new initiatives, activities and facilities at both Waterside Farm Leisure Centre and Runnymede Swimming Pool. These include:

- A new soft play and gymnastic provision funded by the Veolia North Thames Trust opened in September 2016. Free soft play sessions are being offered with adult swims, also available without a swim for just £1.00 per child. The soft play area has attracted over 2,000 people since opening.
- A new £17k play area has been installed at Waterside Farm Leisure Centre. The new area was a joint initiative with funding from the Veolia North Thames Trust and Castle Point Council. The area is a natural wood adventure trail free for families to use and enjoy.
- The council has invested in new Inclusive fitness Initiative (IFI) equipment is in the Fitness Suite at Waterside Farm and allows for all types of disability including wheel chair use & the partially sighted.
- Waterside Leisure Centre had extended the free weights area matting to allow for the installation of new resistance machines and free weights equipment.
- 2 new Power mill climbers have been installed in the Fitness Suite. They are designed to be an excellent workout for users of all fitness levels and additionally can connect with the most popular fitness apps, to enhance the customer experience and link with current technological trends.
- New vibrant artwork installed within the Fitness Suite and Spinning Studio at Waterside.
- The decoration of the Skate Park café, introduction of beverages and snacks, and the installation of external concrete seating.
- A new coffee shop has been introduced at Runnymede Swimming Pool. Income has increased as a result, a range of refreshments and sandwiches are on offer and it has improved the customer experience at the centre.
- The council has Invested in new pool covers at Runnymede Swimming Pool to reduce carbon omissions and reduce energy expenditure at the facility.

The continued investment and tangible achievements in leisure has seen increased centre usage, and continued high satisfaction levels in surveys undertaken in the 2015 / 2016 financial year:

- A high base of loyal customers, with 89% likely to recommend us to a friend or family member.

- Events held by leisure have very high satisfaction levels of 95% or over, and attendance at all events has been very high.

The service has recently up skilled their employees to deliver a number of vocational recognised qualifications. Including First Aid at Work, Pool Plant Operations, Defibrillation training and Health and Hygiene. The uptake of courses has been high, with some enrolees travelling as far away as Northern Ireland to attend.

In addition the service has introduced a number of physical activity and health and wellbeing projects to improve the health and wellbeing of the Borough. These include:

- Waterside Farm Leisure Centre has been selected to pilot Walking Netball in partnership with the national governing body England Netball. Walking netball is a slower version of the game at walking pace. The session started in May and has been very popular. The sessions are aimed at those aged 50+ or those in need of a gentler approach to improving their physical health and wellbeing. Walking Netball is a funded project with Sport England and the National This Girl Can campaign.
- Waterside Farm Leisure Centre has signed a partnership agreement with Concord Rangers Beach Boys in the Community. The partnership includes the delivery of Walking Football at the Leisure Centre. Walking football is a slower version of the game at walking pace. The new sessions are aimed at those aged 50+ or those in need of a gentler approach to improving their physical health and wellbeing. The sessions started in May and have proven a great success.
- Southend United FC 'Kicks Programme' funded by the PCC take place each and every Tuesday and Thursday with an average of 60 -100 children aged between 11 – 18 years of age per session.
- The service is working in partnership with Provide and UK Active to refer those who need to improve their physical health to Waterside and Runnymede Pool. A concessionary membership and pay as you go scheme is currently being offered for a maximum of 12 weeks which will provide access to the fitness suite, group fitness session and classes.
- Active Colleagues project funded by Sport England are running in partnership with Rochford Council. Aimed at workplaces in the Borough it is a free opportunity for major workplaces to promote an active and healthy lifestyle to their staff. The project has attracted 600 participants so far, with 130 new participants since January this year.
- A corporate games event for local employees is being organised currently and will be run at the Hadleigh Park venue in September 2016.
- We have introduced a new project targeted at reducing obesity and preventing diabetes across the Borough. We are working in partnership with UKActive and Provide to deliver the project. Participants in the scheme have initial health checks with the partner groups and are then signposted to Castle Point Leisure where they get the personal attention of a fitness expert, motivational phone calls in between visits and health and dietary advice to help reduce the likelihood of those at risk becoming diabetic and having all the associated health concerns.

The leisure centre actively promotes the activities on offer into the wider community, at community events, with direct leaflet drops and through regional press, free papers and a significantly increased use of social media. In addition the leisure service has developed and designed a new website.

The marketing campaigns organised by the service and uptake of new members continues to remain high, with an average membership base rate of 2,500 members last year.

2. Improve community cohesion and implement 'hub and spoke' policy with social activities undertaken by the Sheltered Housing service opened to non-residents.

The sheltered housing service has begun working with partners to promote and implement an approach to involve people who do not live in residential homes but live nearby to participate in social events and classes.

Social activities are essential for older people to improve their physical health and mental wellbeing. It helps to get rid of depression, concentration problems and memory loss. It adds to confidence and gives a sense of independence.

The Council is looking to pilot a social calendar to help older people meet new people who want to socialise and take part in a variety of social activities. The different sort of activities envisaged may include:

- Tea and Coffee Mornings
- Quiz's
- Bingo
- Communal dinner
- Exercise classes
- Educational classes – e.g. local history talks
- Craft and skills workshops

The project is expected to be implemented in March 2017.

Aim: Environment

Annual Objectives:

3. Ensure effective street scene cleansing is delivered through pro-active monitoring and rectification.

Outcome to be measured by:

- Percentage of streets inspected which are deemed to be unsatisfactory using Code of Practice for Litter and Refuse methodology
- Target 90% of flytips removed within 1 working day
- Number of Rectification Notices served in relation to Highway Grass Verge cutting

Performance was strong in this area as demonstrated by the following performance indicator results:

- a) Percentage of streets inspected which are deemed to be unsatisfactory using Code of Practice for Litter and Refuse methodology was 7.6% in 2015/16 compared to a target of 10%. Performance last year was 6.7%.
- b) Flytips removed within one working day in 2015/16 was 100% compared to a target of 90% and performance in 2014/15 was the same.
- c) The number of Rectification Notices served in relation to Highway Grass Verge cutting was 13, which compares well to the target of under 50 and was a similar performance to last year.

This robust performance generally demonstrates that the contractual arrangements are continuing to be effective. There has been a slight dip with the percentage of streets inspected which are deemed to be unsatisfactory which has increased a little. This is attributed to the clampdown on contaminated sacks by our Recycling Team. This process has increased the amount of litter as contaminated sacks that have not been collected have become split. However, it is considered that performance will improve over time as promotion work to reduce contaminated waste has an effect.

4. Provide an efficient and reliable refuse and recycling collection service which supports the waste management hierarchy and encourages the prevention or reduction of waste production in the first instance, re-use and recycling

Outcome to be measured by:

- Percentage of waste recycled or composted
- Tonnage of waste collected

The combined performance for Household waste recycled or composted is estimated to be 48.6% for 2015/16 which is a decrease in last year's performance of 53%, and below the target of 55%. The contamination of recyclable waste has become a more significant issue and efforts have been made to help tackle the problem with the non-collection and stickering of obviously contaminated pink sacks, the delivery of a leaflet to all households advised what can and cannot be put in the pink sacks and the promotion of the website recycle for Essex on the Council's web page. This includes a focus on recycling waste food and waste minimisation.

Aim: Transforming our Community
Annual Objectives:

5. Progress development of the Local Plan for the Borough

Much work has been undertaken to develop the Local Plan and a member working group has been working through all the proposals and analysis in considerable detail. Following further considerations by councillors at several meetings of the full Council, a draft Local Plan was agreed for consultation with the wider community in March 2016. The plan will now be subject to public

consultation before submission to the planning inspectorate later in 2016 when it will then be subject to a public examination.

6. Clarify approach to Town Centre Regeneration.

There has been significant progress in formulating plans for the development of Hadleigh Town Centre. Following a tender process, Hollybrook developers have set out a plan with proposals that include a new library, a new town square, retail space and flats. The new library is envisioned to be incorporated into a wider community hub which will include a public meeting space and a variety of public services. A separate facility for artists who are currently based at the Old Fire Station is also envisaged. The Council is working closely in partnership with Essex County Council to progress the plans and locate the significant capital investment required with the public and private sectors.

Proposals for large scale regeneration of Canvey island's town centre have been in place for a number of years, with plans which included creating a town square and new shops on the site of the Knightswick shopping centre car park, as well as community facilities at the Paddocks area. However, funding the development remains an issue and the Council is currently examining individual sites and liaising with partners to elicit the potential possibilities for each. Funding is also being explored with the EU to see if grant funding can be obtained for the development of a market at Canvey.

7. Progress greater affordable housing development whilst minimising impact on the green belt and ensure at least one garage site is developed and replaced with 3 new affordable homes.

Significant work has been undertaken throughout the year and 3 homes in St Christopher's Close are due for completion in July 2016. These three bed room homes are the first new council houses in many years and will help provide much needed accommodation for people on the Council's housing needs register. They meet modern energy efficiency requirements and are well insulated and include photovoltaic panels on the roof to help reduce energy consumption. Each new home has been carefully designed and has helped transform and regenerate an old parking area. This can be represented by the following pictures showing the site before and after:

Before the Development



After the Development



During the year the Council also purchased and refurbished a house and converted it into 8 bedsits for homeless people. The refurbishment was undertaken to a high standard and includes a separate laundry room, office and CCTV and door entry system.

Further work by the Housing Service included a survey of all flat blocks resulting in a programme of improvement works in areas such as car parks, bin stores, communal lighting and doors. The Council has also worked closely in partnership with the Canvey Big Local with projects to help improve the environment through planting and landscaping as well as the construction of a parking area which is now used to provide mobile youth services.

The Council plans to elicit further funding opportunities and undertake further development of garage sites in the future.

Aim: Efficient and Effective Customer Focussed services.

Objectives:

8. Implement an effective approach to dealing with Austerity and secure savings with a Strategy on Austerity and the 'Commercial Council

Significant work has been undertaken to secure further savings for the Council. For 2015/16 this included:

An estimated £163k additional revenue income arising from extension of "council tax revenue share-back" agreement between Castle Point Borough Council and major precepting organisations.

£127k net increase in car parking income. The extra income will also be partly used to fund £100k for second phase of improvement works at School Lane Car Park.

Increase in Development Control Fees & Charges also resulted in an additional revenue of £110k.

Overall the Council identified savings of £603k for 2015/16. However we recognise that we cannot be complacent and will be undertaking and implementing a number of service reviews during 2016/17 in order to identify further savings. The Council plans to integrate its approach to austerity and the Commercial Council and will be undertaking this through a comprehensive re-development of this corporate plan in the Autumn of 2016.

9. Maintain essential services to deal with the impact of Austerity and Welfare Reforms on the community.

Whilst costs have been reduced, the Council has maintained services to help the vulnerable in the community. For example:

- The average time to process new housing benefit claims was 22 days during 2015/16, compared to 24 days in 2014/15.

- The average time to process change of circumstances for a Housing Benefit was 8 days in 2015/16, compared to 9 days in 2014/15.

In addition the Council provided grant funding for a range of voluntary organisations, including:

- a) £59k for the Citizen's Advice Bureau which provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities in a range of areas including housing, debt management, benefits, employment etc.
- b) £34k for Carers Choice, which Provides Respite Services in the Home and in Specialist Day Centres supporting adults with disabilities and those living with Dementia
- c) £41k to Castle Point Association of Voluntary Services – an umbrella organisation which provides support and assistance to a range of voluntary sector organisations, for example assisting in successfully applying for grants.
- d) £10k Contribution to Community Transport Scheme in conjunction with ECC and Wyvern, providing transportation for elderly and disabled.

10. Review the effectiveness of partnership working.

Work to review the effectiveness of partnership working is continuing and the Council has been involved in assisting a county wide project to investigate the possibility of a combined authority with further powers devolved from central government. Some regions have already successfully established these and the common key benefits include:

- Opportunity of a better connected region
- Integrated approach to planning of road, rail and digital connectivity alongside land for new housing and business
- Double Devolution of powers to local areas taking responsibility for housing and infrastructure delivery in their own areas
- Responsibility for a local transport budget and a new key route network of local authority roads
- Powers over strategic planning and housing, including significant ring fenced funding to deliver new homes and boost growth
- Area-based review of 16+ skills provision
- Work with the government to co-design the new National Work and Health Programme

The Council is continuing to work with all Essex Council's to formulate an approach to a combined authority and will also be developing a strategy for partnership working in the future.

2(a) Financial Report

1. The Corporate Plan provides the links between the aspirations of the community and individual service plans. These plans demonstrate how each service will be delivered and how that service links to one or more of the Council's key priorities. Each year service plans are produced and used to drive budget planning, to ensure that the future allocation of resources is based on the Council's four key priorities. Within the current Corporate plan, the four key priorities are shown as: -

- **Public Health & Wellbeing**
- **Environment**
- **Transforming our Community**
- **Efficient and Effective Customer Focussed services**

2. The method of calculating revenue spending plans has been broadly in-line with that set out in the Council's Financial Planning and Capital Strategy.

3. The Government announced the local government grant settlement for 2016/17 in February 2016. This also included allocations for 2017/18 to 2019/20.

4. The key steps in the process of producing the base budget for 2016/17 were:-

- A review of 2015/16 estimates to arrive at a core no-growth base budget for 2016/17 and 2017/18 to 2019/20 (provisional), driven by current service plans. This includes where applicable, increases for inflation of costs relating to pay, employer's pension fund contributions, contracts, rates, utilities and insurances. Controllable service costs have been carried forward at existing levels except in any case of inescapable increase.
- Service providers were then required to review their services to identify options for reductions in net expenditure (without reducing service levels).
- Income from fees and charges has been reviewed and recalculated against latest trends, taking account of any proposed price increases and the impact of the current economic climate.
- Provision has been made for any costs or savings expected to arise from known and proposed changes in legislation.
- The forecasts for year 2019/20 is based on 2018/19 rolled forward with adjustments for known changes and assumptions around future years funding, including the government allocation referred to above.

Efficiency work programme and savings identified

5. The efficiency work programme for 2015/16, supported by service and budget holder reviews has identified general cost reductions and efficiency savings relating to the current and future financial years, which have been incorporated into the financial forecast at table 1.

Funding of priority projects

6. Table 2 sets out some of the priority projects that the Council continues to fund during the Period of the forecast. These have been reflected in the financial forecast.

Cost pressures and other increases

7. Cost pressures and essential service increases identified during the course of the budget process are summarised in table 3 and these are reflected in the financial forecast.

Revenue spending plans

8. The resultant proposed net summary revenue spending plan for the General Fund, which incorporates the savings and cost reductions, is shown in the financial forecast at 1. Service summaries, which have been based on Directorate and Service/Team Action Plans, are shown at tables 4 and 5.

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Table 1 Medium term financial forecast						
	2015/16	2016/17	2017/18	2018/19	2019/20	Notes
Line	Current policies and service plans	£'000s	£'000s	£'000s	£'000s	£'000s
1	Total net expenditure / estimated exp. for future years	9,649	12,883	12,673	10,266	10,745
						Fluctuations year to year caused by phasing of maintenance spend and other expenditure "offset" by earmarked reserves (line 10)
	Funding sources					
2	Council Tax	6,862	7,094	7,305	7,523	7,747
3	Formula Grant - Revenue Support Grant / (tariff)	1,716	917	287	0	(515)
4	Baseline Funding Level - Redistributed Business Rates	2,059	2,046	2,112	2,174	2,244
5	Business Rates - Levy on retained income	(122)	(159)	0	0	0
6	New Homes Bonus	820	1,172	774	485	351
7	Capital grants and other grants and contributions	933	738	336	0	0
8	Net Collection Fund(s) surplus / (deficit)	(119)	(839)	0	0	0
9	Transfer (to) / from General reserve	(285)	(286)	0	0	0
10	Transfer (to) / from Earmarked reserves	(2,215)	2,200	1,853	(974)	(970)
11	Total funding sources	9,649	12,883	12,667	9,208	8,857
12	Budget / Funding Gap	0	0	(6)	(1,058)	(1,888)
	General Reserve	£'000s	£'000s	£'000s	£'000s	£'000s
						Minimum recommended balance for General Reserves is £2.7m
13	Balance at start of year	4,887	4,966	3,883	3,677	2,419
14	Contribution (to) / from General Fund (line 9 & 12)	285	286	(6)	(1,058)	(1,888)
15	Potential planning appeals & associated legal costs	(206)	(1,369)	(200)	(200)	0
16	Balance / (deficit) at end of year	4,966	3,883	3,677	2,419	531
	Earmarked Reserves	£'000s	£'000s	£'000s	£'000s	£'000s
17	Balance at start of year	5,289	6,089	2,886	250	1,224
18	Contribution (to) / from General Fund (line 10)	2,215	(2,200)	(1,853)	974	970
19	Other expected usage of earmarked reserves - not allocated to the detailed budget	(1,415)	(1,003)	(783)	0	(100)
20	Balance at end of year	6,089	2,886	250	1,224	2,094
	Council Tax					
21	Tax at band D	234.09	238.68	243.36	248.13	252.99
22	Increase	0.00%	1.96%	1.96%	1.96%	1.96%
						Target increases of approximately 1.96% in future years (assuming a 2.0% referendum limit remains in place). The tax at band D does not include the amount charged by Canvey Island Town Council.

Table 2 Funding of priority projects & other discretionary expenditure included in line 1 of the Financial Forecast (table 1)

Ref.	Description of priority or discretionary item	2015/16	2016/17	2017/18	Total
		£000's	£000's	£000's	£000's
	All services, Central & Corporate areas				
1	Production of one issue of external newsletter "Viewpoint" per year	8	8	8	24
	Housing & Communities				
2	Funding towards the support of the Women's Refuge in Basildon	8	8	8	24
3	Funding of discretionary portion of business rates relief to charities and other bodies - percentage of overall relief cost applicable to this Council	41	42	42	125
	Environment				
4	Festive lighting across the Borough	19	17	17	53
5	Public Conveniences across the Borough (net direct cost excluding recharges and capital charges)	41	44	44	129
	Regeneration & Neighbourhoods				
6	Running costs of CCTV installed at various public locations around the Borough including car parks, the Dutch Cottage, the seafront and specific residential areas	19	16	16	51
7	Funding for local and voluntary organisations:				
	• Citizens Advice Bureau	59	59	59	177
	• Carers Choices (Formerly Crossroads Care)	34	34	34	102
	• Castle Point Association of Voluntary Services	42	42	42	126
8	Contribution to Community Transport Scheme in conjunction with ECC and Wyvern, providing transportation for elderly and disabled residents of the Borough	10	10	10	30
9	Community events such as the Fireworks Fiesta, Castle Point Show and Easter & Summer activities (net direct cost excluding recharges)	12	8	8	28
	Total funding of priority projects and discretionary expenditure	293	288	288	869

Table 3 Cost pressures & budget increases (Growth) identified and included in line 1 of the Financial Forecast (table 1)

Ref.	Description of cost pressure/budget increase item	2015/16	2016/17	2017/18	Total
		£000's	£000's	£000's	£000's
	All services, Central & Corporate areas				
1	Discontinuation of grant funding in respect of changes to electoral registration	0	25	25	50
2	Apprenticeship levy from April 2017	0	0	27	27
3	Estimated increase in salary cost due to government introducing a new National Living Wage of over £9 an hour by 2020. Cost includes staff charged through grounds maintenance and street cleansing contract	0	31	40	71
4	Establishment of earmarked reserve for future pension deficiency payments, in expectation of making a 3 year lump sum contribution in 2017/18 to achieve savings of approximately £400k across 3 year period	1,200	600	0	1,800
5	Domestic Homicide Review – appointment of statutory Chairman	0	21	0	21
	Housing & Communities				
6	Reduction in costs recovered through court action	65	65	65	195
	Environment				
7	Extension of Thorney Bay Car Park as reported to January 2016 Cabinet meeting	45	0	0	45
8	Castle Point's contribution to the cost of the Essex Waste Partnership review programme	4	11	0	15
9	Decrease in recycling income resulting from reduced tonnage	71	33	31	135
10	Additional budget required for ongoing cost of playground & equipment maintenance	28	10	10	48
11	Environmental projects to ensure visible improvements to communities	0	50	0	50
	Regeneration & Neighbourhoods				
12	CPBC regeneration Service Level Agreement with Essex County Council	0	19	19	38
	Resources				
13	Upgrade of central accounting system to latest version. Current version due to be de-supported summer 2016	0	32	0	32
	Total cost pressures/budget increases	1,413	897	217	2,527

Table 4 General Fund revenue summary		Note	2014/15 ACTUAL	2015/16 ESTIMATE	2015/16 REVISED	2016/17 ESTIMATE	2017/18 ESTIMATE	2018/19 ESTIMATE
			£000s	£000s	£000s	£000s	£000s	£000s
Net Service Expenditure								
1	Central and corporate services	1	1,815	3,584	2,287	4,005	2,686	2,642
2	Housing and Communities	1	1,180	1,749	1,665	1,886	1,922	1,973
3	Environment	1	4,740	6,136	6,041	6,041	5,289	5,412
4	Regeneration and Neighbourhoods	1	1,312	1,435	1,350	1,475	1,411	1,380
5	Resources	1	71	91	83	85	86	88
Total Net Service Expenditure			9,118	12,995	11,426	13,492	11,394	11,495
6	Savings and / or additional revenue income / grant funding to be identified	2	0	0	0	0	(91)	(1,149)
7	Total Other Operating Expenditure	3	1,054	481	590	534	477	473
8	Total Financing and Investment Income and Expenditure	4	1,113	1,538	1,552	1,304	1,332	1,349
9	Total Net Statutory Adjustments	5	(1,418)	(2,967)	(3,688)	(2,211)	(295)	(2,815)
Total to be met from government grants, earmarked reserves and Council Tax			9,867	12,047	9,880	13,119	12,817	9,353

Notes

- See table 5
- The amount required in order to deliver a balanced budget and maintain reserves at the minimum level
- Includes a discount applied to all salaries estimates to take account of vacant periods, allowances for future National Living Wage changes, the precept payable to Canvey Island Town Council from additional Council Tax collected from Canvey residents, allowances for repairs and maintenance programmes, and other miscellaneous items
- Includes interest payable and receivable, and statutory pensions adjustments based on information from ECC and the pension actuary
- Various statutory adjustments and reversals, to ensure that the Council Tax requirement amount is not affected by income and expenditure relating to non-current assets, such as depreciation, and other items such as the payment of capital receipts to central government. Also includes revenue contributions to fund capital expenditure

No	Table 5 General Fund Net Service Expenditure	2014/15 ACTUAL	2015/16 ESTIMATE	2015/16 REVISED	2016/17 ESTIMATE	2017/18 ESTIMATE	2018/19 ESTIMATE
		£000s	£000s	£000s	£000s	£000s	£000s
	Central and corporate services						
1	Strategic directors	0	0	0	0	0	0
2	Chief Executive / Performance and Service Support	0	0	0	0	0	0
3	Internal audit	0	2	0	0	0	0
4	Civic Governance and Democratic Representation	1,090	1,273	1,238	1,329	1,249	1,328
5	Legal services	0	0	0	0	0	0
6	Other corporate costs	725	2,309	1,049	2,676	1,437	1,314
	Net total - Central and corporate services	1,815	3,584	2,287	4,005	2,686	2,642
	Housing and Communities						
1	Homelessness and Housing advice	445	406	483	406	406	411
2	Strategic housing and Housing management	10	10	10	10	10	10
3	Revenues and Benefits	744	1,321	1,262	1,446	1,481	1,524
4	Local land charges	(19)	12	(90)	24	25	28
5	Concessionary travel	0	0	0	0	0	0
	Net total - Housing and Communities	1,180	1,749	1,665	1,886	1,922	1,973
	Environment						
1	Environmental health	644	996	861	824	730	751
2	Street scene and operational services	1,166	1,353	1,348	1,340	1,249	1,263
3	Refuse & recycling	1,033	1,435	1,264	1,401	1,453	1,463
4	Parks & open spaces	843	889	1,196	872	791	778
5	Leisure centres, golf course and community centres	1,266	1,715	1,616	1,984	1,537	1,622
6	Public conveniences	117	132	118	129	129	130
7	Parking	(329)	(384)	(362)	(509)	(600)	(595)
	Net total - Environment	4,740	6,136	6,041	6,041	5,289	5,412
	Regeneration and Neighbourhoods						
1	Development control	420	575	469	549	552	567

3. Further Information

Further information regarding the corporate plan can be obtained by contacting Craig Watts, Head of Performance & Service Support on 01268 882419 or by e-mail:

crwatts@castlepoint.gov.uk

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CABINET

21st September 2016

Subject: Corporate Performance Scorecard Quarter 1 2016/17

Cabinet Member: Councillor Stanley - Finance and Resources

1. Purpose of Report

1.1 To set out the performance figures for the Corporate Performance Scorecard for quarter 1, 1st April to 30th June 2016.

2. Links to Council's priorities and objectives

2.1 The scorecard is explicitly linked to the Council's priorities.

3. Recommendations

3.1 That Cabinet notes the reported performance in Appendix 1.

4. Background

4.1 The Corporate Scorecard reports on performance indicators for important service outcomes that are relevant to the Council's priorities.

4.2 The indicators for the Corporate Performance Scorecard for 2016/17 were discussed and approved by Cabinet in June, and include consideration of Council aims and objectives as well as indicators that are important in areas such as customer service and contractor performance.

5. Report

5.1 Summary of performance

5.1.1 The performance summary in Appendix 1 sets out the performance achieved by the Council against the measures in the scorecard. Performance is generally good. Of the 14 indicators reported, 11 are at or above target, and two are near target.

Performance is set out against the priorities as follows:

Public Health and Wellbeing

The Environmental Health service continues to maintain high performance with the percentage of food premises that are awarded a score of at least 3 on the food hygiene rating system at 90%, which is 4% less than for the same quarter last year, but still meets the target. It is expected that the service will continue to meet its target in this area

Performance for households in temporary accommodation for quarter 1 dipped when compared to the same quarter period last year and exceeds the target. This is due to an increase in homelessness applications and the lack suitable housing. Demand for the service has increased significantly and this remains a significant issue for a number of local authorities following the impact of Welfare reforms. The Housing Options team are exploring different approaches to meet urgent housing need for the future as this increase in demand is unlikely to subside.

Environment

The overall percentage of Household waste recycled or composted was approximately 54%, and above the target of 49%. There was a marked increase in performance for the composting rate, which is affected by seasonal factors and weather conditions. The performance for waste recycling is on target. Although this is lower than the performance for the same quarter period last year as contamination remains an issue. The service continues to undertake leafleting of sacks that are found to be contaminated.

The performance information for street cleanliness, fly tipping and grass verge cutting Indicators generally demonstrates strong performance and that the contractual arrangements are proving effective. There has been an increase in the percentage of streets which are deemed to be unsatisfactory due to an increase in contaminated recycling sacks that have split.

Transforming our Community

Tenant satisfaction with repairs and maintenance at 95% is strong and although a slight drop when compared to the performance for the same quarter period last year represents only four customers with no underlying trends identified. The rate for voids completion is also strong at 23 days although slightly above target. Operational issues with the contractor are being addressed.

The percentage of planning applications processed within target times exceeds target in all three areas and there is substantial improvement in performance when compared to the same quarter period last year.

The building control service ensured all applications were processed within statutory timescales.

Efficient and Effective Customer Services

The Council's First Contact team continue to be very successful in limiting the number of calls that they have to transfer to the back office and are meeting target.

Finally the sickness absence rate for staff is slightly over target. There are a small number of critical illness cases that have contributed to this

5.1.2 Further commentary on performance is set out in the table in Appendix 1.

6. Corporate Implications

a. Financial implications

Good performance on some indicators can lead to reduced costs (e.g. higher recycling leads to a reduction in payments for sending waste to landfill)

b. Legal implications

There are no direct legal implications at this stage.

c. Human resources and equality

There are no direct human resource or equality implications at this stage.




d. Timescale for implementation and risk factors

Monitoring of the Corporate Performance Scorecard is ongoing throughout the year.

7. Background Papers:

None

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Key	
	More than relative 10% below target
	Less than relative 10% below target
	On or above target



Appendix 1

Corporate Scorecard 2016/17 (Public Health & Wellbeing)

Quarter 1: 1st April 2016 to 30th June 2016









Note: All performance values are cumulative (i.e. from 1st April to end of June/September/December/March) unless otherwise stated

PI Code & Short Name	Q1 Value 2015/2016	Q1 Value 2016 / 2017	Target	Trend	Status	Comments
EH2 Percentage of food premises that are awarded a score of at least 3 on the food hygiene rating scheme. Service Manager: Environmental Health Operational Manager	94%	90%	90%	↔		A total of 460 of 511 food premises are broadly compliant with food regulations at the end of Q1 2016/17.
HLess 3 Number of Households in Temporary Accommodation Service Manager: Community Support Manager	69	116	90	↓		The Housing Options service continues to face significant ongoing pressure from the impact of Welfare Reforms. The number of households who approach the service continues to increase including a significant rise in families, and an increase of private rented sales. There is also a significant shortage of temporary housing stock. This increase is not specific to Castle Point and is part of a nationwide trend. The target will need to be reviewed to reflect the increasing demand.

Corporate Scorecard 2016/17 (Environment)

Quarter 1: 1st April 2016 to 30th June 2016

Note: All performance values are cumulative (i.e. from 1st April to end of June/September/December/March) unless otherwise stated

PI Code & Short Name	Q1 Value 2015/2016	Q1 Value 2016 / 2017	Target	Trend	Status	Comments
OPS4 Percentage of Household Waste Recycled Service Manager: Operational Services Manager	30.48%	24.93 %	Annual Target 25%			Recycling levels slightly lower than expected, these figures are currently estimates and not final. Figures slightly below target due to contamination work being carried out.
OPS 5 Percentage of Household Waste Composted (including food waste) Service Manager: Operational Services Manager	24.88%	29.16 %	Annual Target 24%			Composting levels are on track, if not slightly higher than expected. The target is an average across the year, Q1 is during the height of the growing season so will always be above target.
SS2 Percentage of streets inspected which are deemed to be unsatisfactory using Code of Practice for Litter and Refuse methodology. Service Manager: Contracts Manager	5.4%	9.8%	Less than 10%			Incorrectly presented household waste left and split open has seen an increase in the number of areas inspected and below grade. This equates to 322 of the 3285 inspections undertaken in the first quarter.







PI Code & Short Name	Q1 Value 2015/2016	Q1 Value 2016 / 2017	Target	Trend	Status	Comments
ENV 4 Flytips removed within one working day Service Manager: Contracts Manager	100%	99%	90%	↔	✓	Of the 299 fly tips reported to the contractor in the first quarter 1 was not removed within 24 hours. The Contractor received a financial penalty for this Contract failure.
SS4 Number of rectification and default notices served in relation to Highway Grass Verge cutting. Service Manager: Contracts Manager	10	13	Under 50	↔	✓	13 Defaults (financial penalties) were served for grass cutting in the first quarter.
SS5 Percentage of Rectification Notices served in relation to Highway Grass Verge cutting rectified within 72 hours. Service Manager: Contracts Manager	100%	100%	90%	↔	✓	All default notices served were rectified within 72 hours.

Corporate Scorecard 2016/17 (Transforming our Community)

Quarter 1: 1st April 2016 to 30th June 2016

Note: All performance values are cumulative (i.e. from 1st April to end of June/September/December/March) unless otherwise stated

PI Code & Short Name	Q4 Value 2014 / 2015	Q4 Value 2015 / 2016	Target	Trend	Status	Comments
HOS1 Overall tenant satisfaction with repairs and maintenance. Service Manager: Tenancy Services Manager	98%	95.1%	97%	↔	⚠	Performance is slightly under target however this represents only 4 customers in quarter 1 who were not satisfied. No underlying trends identified.
HOS6 Average Void Turnaround Time. Service Manager: Tenancy Services Manager	21 Days	23 Days	21.5 Days	↓	⚠	Whilst April started within target, both May & June were over target. This was a combination of operational contractor issues and a couple of applicants refusing the properties at tenancy sign up stage. The operational issues with the contractor are being addressed.

PI Code & Short Name	Q1 Value 2015 / 2016	Q1 Value 2016 / 2017	Target	Trend	Status	Comments
DC2 to DC4: Percentage of planning applications processed within target time limits for major, minor and other applications Service Manager: Planning & Development Enforcement Manager	100%	88%	Major 60%			Performance has exceeded target in all of the three areas.
	71%	86%	Minor 65%			A total of 201 planning applications (of all types) were determined between 1/4/2016 and 30/6/2016.
	88%	91%	Other 80%			
Percentage of Building Control applications processed within statutory time limits.	100%	100%	100%			All applications processed within the required timescales.

Corporate Scorecard 2016/17 (Efficient & Effective Customer Services)



Quarter 1: 1st April 2016 to 30th June 2016

Note: All performance values are cumulative (i.e. from 1st April to end of June/September/December/March) unless otherwise stated

PI Code & Short Name	Q4 2014/15 Value	Q4 value 2015 / 2016	Target	Trend	Status	Comments
<p>FC1 Percentage of calls taken from customers by First Contact that are dealt with without the need to transfer to the back office</p> <p>Service Manager: Community Support Manager</p>	94.8%	94.1%	Annual Target 94%	↔	✓	The First Contact service continues to maintain strong performance in this area.
<p>Average number of days Sickness absence per FTE staff for all Council Services (rolling year)</p> <p>Service Manager: Human Resources Manager</p>	6.92 Days	7.23 Days	7 Days	↔	✓	Sickness has increased over the last two months, there are a small number of critical illness cases that have contributed to this.