



Council Offices, Kiln Road,
Thundersley, Benfleet,
Essex SS7 1TF.
Tel. No: 01268 882200
Fax No: 01268 882455



David Marchant LLB (Hons) BSc (Hons) CEng FICE FCMI
Chief Executive

A **MEETING OF THE COUNCIL** of the Borough of Castle Point will be held in the Council Chamber, Council Offices, Kiln Road, Thundersley, on **TUESDAY, 29TH SEPTEMBER, 2015** at **7.30 p.m.**, and all Members of the Council, listed below, are hereby summoned to attend to transact the undermentioned business.

Councillors A.G. Sheldon (The Worshipful the Mayor), S. Cole, (Deputy Mayor), A.J. Acott, J. Anderson, A.J. Bayley, D.A. Blackwell, B. Campagna, D.T. Cross, W.J.C. Dick, Mrs B. Egan, E. Egan, Mrs W. Goodwin, Mrs J.E.E. Govier, P.C. Greig, S.Hart, N.R. Harvey, R.C. Howard, J. Hudson, R. Hurrell, G.I. Isaacs, Mrs J. King, N.E. Ladzrie, C.W. Letchford, C.A. MacLean, P.J. May, C.E. Mumford, B.A. Palmer, Mrs. J. Payne, A. Partridge, C.G. Riley, W.K. Sharp, T.F. Skipp, N.G. Smith, J.A. Stanley, M.J.A. Tucker, P.E. Varker, A.C. Walter, Mrs L. Wass, Mrs G. Watson, N. Watson and B.S. Wood.

Chief Executive

AGENDA

PART I

(Business to be taken in public)

Before commencing the business of the meeting, prayers will be offered by the Chaplain.

1. Apologies for absence

2. Members' Interests

3. Minutes

To receive the Minutes of the meeting of the Ordinary Council held on 22nd July 2015.

4. Loyal Message

On 9th September 2015 Her Majesty Queen Elizabeth The Second became the longest serving British Monarch. To mark the occasion Council is invited to pass a formal resolution to offer loyal greetings and congratulations to Her Majesty Queen Elizabeth The Second on behalf of the Mayor, Members and Officers of the Castle Point Borough Council and the community of Castle Point.

5. Mayor's Announcements

The Mayor will report at the meeting.

6. Questions from members of the public of which Notice has been received

None have been received.

7. Presentation:

Ian Stidston from NHS Castle Point and Rochford Clinical Commissioning Group (CCG) is to give a presentation to update all Councillors on local NHS services.

8. Questions from Members of the Council of which Notice has been received

In accordance with Council Procedure Rule 9.3, questions have been received from Members as shown in the attached report.

9. To deal with any business from the last Council Meeting

There is none.

10. Any explanations for urgent decisions taken by Cabinet

There are none.

11. Consideration of recommendations from Cabinet:

At the Cabinet meeting on 16.9.2015, referred to Council recommendations on which reports are attached concerning:

- (a) Devolution and Combined Authorities
- (b) The Corporate Plan
- (c) Anti Social Behaviour Crime and Policing Act

12. Any References from the Scrutiny/Policy and Scrutiny or Regulatory Committees

There are none.

13. Report from the Leader of the Council

The Leader is to report at the meeting.

14. Financial Results and Statement of Accounts 2014/15

The Council is asked to consider the financial out-turn results and audited Statement of Accounts for 2014/15 submitted for approval by Council. A report is attached.

15. Members' Allowances

Council is asked to consider the attached report.

16. Notices of Motion

- 1. Councillor Dick has given notice of the following:

'This Council welcomes the Government's intention to hold a free vote on this country's future participation in the European Union. This vote will give all citizens the opportunity, some for the first time, to give a clear view on this organisation.'

2. Councillor Blackwell has given notice of the following:

‘Canvey Island Independent Party calls upon Castle Point Council to object to the police cuts in Essex and the redundancy of any of the community support officers.’

17. Petitions submitted by Members of the Council of which Notice has been given.



ORDINARY COUNCIL MINUTES

22ND JULY 2015

MINUTES of the Ordinary Meeting of the Council of the Borough of Castle Point held in the Council Chamber, Council Offices, Kiln Road, Thundersley on 22nd July 2015.

PRESENT:

Councillors A.G.Sheldon (Mayor), S.Cole, (Deputy Mayor), A.J .Acott, J. Anderson, A.J.Bayley, D.A. Blackwell, W.J.C. Dick, Mrs B. Egan, E. Egan, MrsW.Goodwin, MrsJ.E.E.Govier, P.C.Grieg, S.Hart, R.C.Howard, A.J.Hudson, R.Hurrell,G.I.Isaacs,Mrs.J.King,N.E.Ladzrie,C.W.Letchford,C.A.Maclean,P.J.May C.E.Mumford, Mrs.J.Payne, A. Partridge, C.G. Riley, W.K.Sharp, T.F. Skipp, N.G. Smith, M.J.A. Tucker, P.E.Varker, Mrs L. Wass, and B.S.Wood.

Apologies for absence were received from Councillors B.Campagna, D.T. Cross, N.R.Harvey,B.A.Palmer,J.A.Stanley, A.C.Walter, Mrs G.Watson and N. Watson.

13. MEMBERS' INTERESTS

Councillor Sheldon declared a personal interest by reason of the reference to his employer in the Notice of Motion under Item 14 (2) Minute 26 referred.

A number of Councillors having received advice from the Council's Monitoring Officer prior to the meeting declared interests regarding the Notice of Motion under Item 14 (2) Minute 26 referred:

- Councillor Hart declared an interest under Part 2 of the Code of Conduct for Councillors as his home address is adjacent to a (green belt) Housing Site.
- Councillor Mrs. King declared an interest under Part 2 of the Code of Conduct for Councillors in relation to grazing land for horses adjacent to a proposals site shown a business park (Roscommon Way South) in the draft New Local Plan
- Councillor Howard declared an interest under Part 2 of the Code of Conduct for Councillors as his daughter is the owner of a housing site in the new local plan and his home address is adjacent to the site.
- Councillor Mrs. Goodwin declared an interest under Part 2 of the Code of Conduct for Councillors by reason of her personal friendship with owners of a Housing Site.
- Councillor Hudson declared an interest under Part 2 of the Code of Conduct for Councillors as his home address is adjacent to a (green belt) Housing Site.
- Councillor Sharp declared an interest under Part 2 of the Code of Conduct for Councillors by reason of his multiple known and recorded connections and personal friendships with landowners and developers of

(various)housing sites in the draft New Local Plan. In making his declaration he referred to his friendship and named a particular family.

- Councillor Riley declared an interest under Part 2 of the Code of Conduct for Councillors as his home address is adjacent to a (green belt) Housing Site.
- Councillor Wass declared an interest under Part 2 of the Code of Conduct for Councillors as her home address is adjacent to a (green belt) Housing Site.

14. MINUTES

The Minutes of the meeting of the Ordinary Council held on 25th March 2015 and the Annual Council meeting held on 20th May 2015 were taken as read and signed by the Mayor as a correct record.

15. MAYOR'S ANNOUNCEMENTS

The Mayor reported that he was enjoying his first months in office and was extremely impressed by the valuable work being undertaken by the various community groups across the Borough.

The Mayor was honoured to preside over the Armed Forces Event which took place at the Council offices on 22.6.2015 and was delighted to be part of the Armed Forces Day event held on Canvey Island on 27.6.2015.

Finally the Mayor thanked all those involved in the Castle Point Show held on 5.7.2015 for a successful and enjoyable day.

16. QUESTIONS FROM MEMBERS OF THE PUBLIC OF WHICH NOTICE HAD BEEN RECEIVED

There were none.

17. PRESENTATION: VEOLIA NORTH THAMES TRUST

Robin Squire gave a presentation on the Veolia North Thames Trust .Castle Point Borough Council was a full trustee of the Trust a statutory scheme established under the landfill communities fund .The Trust had provided support to projects valued at over £12 million across the North Thames area. A list of schemes which had been funded by the Trust was circulated .Mr. Squire highlighted support for Council projects including the refurbishment of Waterside Farm and the repair of the skate board park. Other projects included funds to restore St Mary's at Benfleet; support for the Essex Marching Corps and funding for the Bay Museum.

Mr Squire advised that the landfill communities fund was under review and he requested the Councillors' assistance in taking every opportunity to promote the success of the Trust to secure continued benefit for the community. He invited Councillors to pass on details of projects worthy of support to the Trust.

In questioning Mr Squire a number of Councillors took the opportunity to thank the Trust for its support for various Castle Point projects .

The Mayor thanked Mr. Squire for his presentation.

18. QUESTIONS FROM MEMBERS OF THE COUNCIL OF WHICH NOTICE HAD BEEN RECEIVED

There were none.

19. TO DEAL WITH ANY BUSINESS FROM THE LAST COUNCIL MEETING:

At the meeting of the Council on 25.3.2015 a Notice of Motion regarding a Local Plan was adjourned without discussion to enable Cabinet to consider whether it wished to report on the matter. Council Procedure Rule 13 Motions on Expenditure applied.

The Cabinet meeting on the 17.6.2015 considered a report on the budget implications of the Motion. Cabinet decided to refer the report and the Notice of Motion to the New Local Plan Task and Finish Group for report back and consideration by Council with the recommendations of the Task and Finish Group on the response to consultation on the new Local Plan.

Resolved - to note the report.

20. ANY EXPLANATIONS FOR URGENT DECISIONS TAKEN BY CABINET

There were none.

**21. ANY REFERENCES FROM THE REGULATORY COMMITTEES:
GAMBLING ACT 2005- REVIEW OF GAMBLING LICENSING POLICY**

Council considered a recommendation from the Licensing Committee held on 30.4.2015 to adopt a revised Gambling Licensing Policy Statement.

Under the terms of the Gambling Act 2005, the Council's Gambling Licensing Policy had to be reviewed every three years. The third review was now due and had been undertaken by the Licensing Committee.

The Committee was mindful of the consultation being undertaken by the Gambling Commission on guidance to local authorities which was proposing significant changes. However there would be insufficient time to complete the review once the revised guidance was issued by the Gambling Commission.

Therefore Licensing Committee decided to adopt the current policy, with the addition of the amendments made by the Gaming Machine (Amendment) Regulations 2014 that came into force on the 15th January 2014. This new revised policy would then be valid for the next three year period (January 2016 to January 2019).

Resolved – to adopt the revised Gambling Licensing Policy Statement.

22. CHANGE OF MEMBERSHIP OF A POLITICAL GROUP

Notice had been received that Councillor Brian Wood had joined the Conservative Group on the Council. He was no longer an Independent member of the Council and was not entitled to the seat allocated to him on the Development Control Committee at the Annual Meeting.

Council was asked to appoint one of the two independent members Councillor Hurrell or Councillor Letchford to the vacant seat on the Committee

With regard to the political balance calculation of the Council there was a small adjustment. The seat allocated on the Wellbeing Policy and Scrutiny Committee to an Independent Member was now transferred to the Conservative Group. As Councillor Wood was appointed to the seat no change was necessary.

Resolved:

1. To appoint Councillor Hurrell (Independent) to the vacant seat on the Development Control Committee.
2. To note the adjustment to the political balance calculation of the Council.

23. REPORT OF THE LEADER OF THE COUNCIL

The Leader of the Council reported to the Council on the completion of the first round of Community Forum meetings where residents had received updates on recycling and street scene.

The Leader of the Council briefed Council on the recent meeting with the Minister of State for Housing and Planning Brandon Lewis MP and the intention to complete the work of the Task and Finish Group for consideration at the December Council meeting.

The Leader of the Council informed the Council that testing was being carried on the model contained in the Integrated Urban Drainage Study on Canvey Island which would be used to support bids for funding improvements to the drainage system. The Leader took the opportunity to thank officers for their work to assist residents to protect their properties from flooding.

The Leader of the Council brought the Council up to date of the progress being made on devolution and the regular meetings taking place to explore a combined authority for Greater Essex.

The Leader of the Council reported that he had revised with their agreement the Cabinet responsibilities for Councillors Stanley and Sharp.

The Leader of the Council took the opportunity to acknowledge the work of the voluntary services. Referring in particular to the CAB, the Leader gave an assurance that additional funding for a particular challenge faced by the CAB this year would be forthcoming after the August Cabinet meeting. As the Leader's Fund had already been used up through his commitment to help voluntary groups in the Borough.

24. LOCAL COUNCIL TAX SUPPORT SCHEME 2016/17 – OPTIONS AND CONSULTATION ARRANGEMENTS

Members were asked to consider a report setting out options for consultation in relation to the 2016/17 Local Council Tax Support Scheme. The financial implications associated with the scheme were highlighted in report before the Council. The final scheme was to be brought back to Council for approval later in the year.

Resolved:

1. To note the financial implications included in section 8, and the scheme models at Appendix B of the report.
2. To approve the elements set out in paragraph 6.1 of the report for consultation.

25. NOTICES OF MOTION

Councillor Howard had given notice of the following:

‘Castle Point Council supports the completion of the final phase of Roscommon Way as a priority to improve the transport infrastructure on Canvey Island. Castle Point Council calls on Essex County Council, the Highways Authority to give priority to placing this scheme in a programme to be progressed and implemented as soon as possible.’

The Motion was MOVED and Seconded.

Debate took place at the conclusion a vote took place which was CARRIED UNANIMOUSLY and RESOLVED accordingly

26. NOTICES OF MOTION

Councillor Dick has given notice of the following:

‘This Council thanks the Member of Parliament for arranging the meeting with the Minister to clarify the issue with regard to green belt and housing numbers. With the clarified information this Council will need to reassess the present draft local plan to facilitate the new information gained at the meeting.’

Debate took place at the conclusion a vote took place which was CARRIED and RESOLVED accordingly.

27. PETITIONS SUBMITTED BY MEMBERS OF THE COUNCIL OF WHICH NOTICE HAS BEEN GIVEN

There were none.

Mayor

ORDINARY COUNCIL

29th September 2015

**Subject: Questions from members of the Council of which Notice
has been received**

Councillor Bayley has given notice under Council Procedure Rule 9.3 of the following question

Since getting involved in local politics, I have found that once Councillors are elected they are given a free hand to select whichever party is more favourable to them. They stand for election under one party and then go against the party that the electorate selected them under, and defer to another. This makes the hustings a pointless exercise.

So in the name of fair play and transparency, both to the electorate and this Council ,on behalf of UKIP, I would like to ask the Leader of the Council the following question

"If a Councillor finds it necessary to resign his party for whatever reason , they must stand down, and seek re-election. This does not happen. If a Councillor stands down , withdrawing from the Council , an election would be called .Can you explain to me the difference between the two situations?

The situation of changing parties without the mandate of the people who elected them is an abuse of privilege and is undemocratic.

Councillor Mumford has given notice under Council Procedure Rule 9.3 of the following question

Following the installation of the plaque and the recent unveiling of the mural on the sea wall at the Point on Canvey Island would the Leader give consideration and support my proposal to name the piece of open public land by Beveland Road, "The B17 Memorial Ground" to commemorate the loss of the American B17 Bomber at the Point in 1944?

ORDINARY COUNCIL

29th September 2015

**Subject: Consideration of Recommendations from Cabinet:
Devolution and Combined Authorities**

Cabinet Member: Councillor Riley – Leader of the Council

1. Purpose of Report

To present to Council the report and recommendations of the Cabinet on the emerging proposals for a devolution proposal for Greater Essex and to give support to progressing the negotiations.

2. Links to Council's Priorities and Objectives

The proposals primarily concern the Council's aims

- Transforming our Community
- Efficient and Effective Customer Focused Services

3. Recommendations

Council is requested to consider the recommendation from Cabinet to support the actions taken and give 'in principle' support to the submission of a proposal to Government to create a Greater Essex Combined authority.

4. Background

Cabinet on 16.9.2015 considered a report on progress in developing a devolution proposal for Greater Essex. Earlier in the week on 14.9.2015 an informal session was held to brief Members on the development of the bid to Government.

5. Proposals

A copy of the report before Cabinet is attached. Cabinet decided to recommend to Council to give 'in principle' support to the submission of a proposal to Government to create a Greater Essex Combined authority.

AGENDA ITEM NO.8(a)

CABINET

16th September 2015

Subject: Devolution and Combined Authorities

Cabinet Member: Councillor Riley – Leader of the Council

1. Purpose of Report

To consider the emerging proposals for a devolution proposal for Greater Essex and to give support to progressing the negotiations.

2. Links to Council's Priorities and Objectives

The proposals primarily concern the Council's aims

- **Transforming our Community**
- **Efficient and Effective Customer Focused Services**

3. Recommendations

The Cabinet is requested to recommend to the Council that it supports the actions taken and will give 'in principle' support to the submission of a proposal to Government to create a Greater Essex Combined authority.

4. Background

Following the General Election in May 2015 the Chancellor has signalled that the Government were keen to explore with local government the opportunity to establish growth deals across the country. This coincided with the result of the Scottish devolution debate during which the Government indicated that devolution from government to England would be supported in the right circumstances. The Government is anxious to ensure that the economic recovery of the country continues and is founded on growth that is sustainable in all regions.

Negotiations had been underway in a number of areas between the Government office and a partnership of local authorities. The most relevant

example is in the area of Manchester where a number of unitary authorities have built on the partnership developed over a number of years and demonstrated to Government that they have ambitious and well developed plans for their area. In return the Government have signalled that they are prepared to devolve significant amounts of funding to the new partnership satisfied that the projects will be delivered and the areas ambitious plans achieved.

The announcements in Manchester have encouraged others areas to consider how a devolution deal might be pursued and what benefits may accrue. The mechanism for change in areas not wholly constituted of unitary authorities appears to be by creating a new combined authority. Most county areas of England are thought to be considering submitting a devolution proposal to Government.

Discussions have been taking place amongst the Leaders of all the authorities in Greater Essex exploring the possibility of submitting a devolution proposal. A number of Essex wide conventions have taken place and regular facilitated meetings of Leaders are now considering an emerging proposal. The basis of the proposal is to grow the economy of Greater Essex and ensure that the Greater Essex community benefits from the growth.

An initial letter of interest has been submitted and signed by all Essex Leaders to the Secretary of State but a further expression of interest is now required by the Government office. The Council may be asked to formally endorse their support for the emerging proposals shortly.

The process favoured by the Government is one of negotiation. The initial expression of interest is used as a basis of discussion with the Government office and they will need to be satisfied that the area has ambitious proposals and robust governance arrangements in place to deliver them. Ultimately the extent to which a proposal is acceptable is dependent on these negotiations.

Once the negotiations are concluded the process of forming a combined authority is commenced the procedure of which is set out in legislation and requires approval of Parliament. The process has a number of well established thresholds that must be achieved and it is unlikely that the new authority can be created within two years.

5. Proposals

The Greater Essex Combined authority proposals are still emerging and have yet to be placed before each of the constituent authorities for approval. However there are some common themes that will remain within the proposal and work to develop a more detailed proposal is underway.

The thrust of the proposal is to create a Greater Essex combined authority to deliver improved economic development and transportation for the Greater Essex area. In return the 'ask' of Government is to devolve spending power

to the new authority with freedoms and flexibilities to invest. The new combined authority will be a new authority and have a separate legal identity.

The proposal sets out an ambitious agenda to attract the attention of Government. The proposal is to increase the size of the economy in Greater Essex by accelerating growth and by retaining a proportion of the increasing tax revenue and reduced reliance on welfare spending to redirect more investment into employment, skills and infrastructure. The 'asks' of Government is to forward fund the investment in infrastructure and skills in order that growth may take place in areas that embrace it and direct new investment accordingly. Government is being asked to accept a principle of 'gain share' whereby a proportion of the additional revenues generated by growth can be retained within the area and reinvested in essential infrastructure.

The proposals build on the existing currently identified growth areas within Essex. The South Essex Growth Partnership, West Essex M11 Corridor, Heart of Essex and Haven Gateway are supported by constituent authorities across Essex and form the basis of the proposal. These may change and the boundaries between each become more flexible. The principles of subsidiarity are being adopted and the proposal is for powers to be devolved to the lowest possible level and therefore the growth areas are likely to have more influence over spending within their areas.

The governance arrangements for the new combined authority are being developed by the Leaders group but for the proposal to be taken forward in a form acceptable to government these arrangements must be agreed by all authorities. It will not be possible to impose a new combined authority arrangement on any existing council.

There is much detail work on the proposal that remains to be completed and this will take some months but it is anticipated that a more detailed plan will be available before the end of October 2015. The Essex Chief Executives Association is providing the support to the Leaders group with support from external facilitators over the next three months.

Conclusion

The Government has requested that they be kept informed of the progress that discussions within Greater Essex have achieved. Accordingly a letter signed by all the Leaders of Greater Essex authorities was sent on 13th March 2015 which set out our intention to progress a proposal. On Friday 4th September 2015 a further and more detailed letter was signed by all Leaders setting out details of the discussions that have taken place. The letter is being treated as a public document and is attached to this report.

The Council will be asked to indicate its support for a 'in principle' decision, subject to further detail, to support the Greater Essex devolution proposal at the next meeting of the Council on 29th September 2015.

6. Corporate Implications

(a) Financial Implications

There are no immediate financial implications for this authority. The extents of any new powers are in relation to economic development and transportation only.

(b) Legal Implications

Any new combined authority will be a new legal entity, separate from Castle Point Borough Council and will have new powers and responsibilities.

(c) Human Resources and Equality Implications

The proposals will bring direct benefits to the community.

(d) IT and Asset Management Implications

There are none to be addressed by this report.

7. Timescale for implementation and Risk Factors

It is unlikely that a new combined authority can be established within two years and therefore any new arrangements will not be available before 2017.

8. Background Papers

Letter to the Secretary of State 13 .3 .2015

Report Author: David Marchant Chief Executive

ORDINARY COUNCIL

29th September 2015

Subject: Consideration of Recommendations from Cabinet: The Corporate Plan

Cabinet Member: Councillor Riley, Leader of the Council and Councillor Stanley – Finance and Resources /Deputy Leader of the Council

1. Purpose of Report

To present to Council the report and recommendations of the Cabinet to approve and adopt the Corporate Plan

2. Links to Council's Priorities and Objectives

3. Recommendations

Council is requested to consider the recommendation from Cabinet to consider and approve the Corporate Plan.

4. Background

Cabinet on 16.9.2015 considered a report on the draft Corporate Plan. 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

5. Proposals

A copy of the report before Cabinet is attached. Cabinet decided to recommend to Council to consider and approve the Corporate Plan.

**AGENDA ITEM
NO.8(b)**

CABINET

16th September 2015

Subject: Corporate Plan

Cabinet Member: Councillor Riley, Leader of the Council and Councillor Stanley – Finance and Resources /Deputy Leader of the Council

1. Purpose of Report

To seek Cabinet approval for the proposed draft Corporate Plan.

2. Links to Council's priorities and objectives

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

3. Recommendations

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

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 Chairman of Policy and Scrutiny Committees. Service planning with managers and staff is also developed and 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 The Council will face significant financial challenges in future years. Consequently an important element of the plan is the implementation of an effective approach to dealing with austerity and securing savings. As a result a Strategy on Austerity and the 'Commercial Council' and associated action plan is planned to be in place by March 2016 to include:

(a) An Approach to Spending Reductions / Containment:

- Procurements that maximise value for money
- Service delivery which focuses on customer need and reduces waste
- Effective workforce planning and management which ensures staff resources are utilised in the most effective way
- Seek new opportunities, for example cost sharing with partners
- Reduce spending commitments

(b) An Approach to Revenue Generation / Maximisation:

- Consistent and clear charging policy
- Asset Management including rationalisation of assets and maximising revenue
- Seek new opportunities – for example invest to save
- Maximise council tax / grants
- Seek further grants that meet Council priorities

(c) An Approach to Maximising Effectiveness of Business Process and Efficiency:

- Development and implementation of Information Communication Technology Strategy
- Service review programme

- 5.3 The strategy will be taken to Cabinet for further consideration once developed and will provide further detail on the work required to achieve the aims above.

- 5.4 This year the Corporate Plan also includes an additional section on page 34, which is an Annual Report setting out what the Council achieved against last year's annual objectives. There are a number of significant achievements, ranging from high leisure service satisfaction to the acquisition of a block of flats at Long Road, Canvey Island providing new council housing for the first time for several decades. Significant challenges remain, such as progressing the Local Plan, which is due to be considered by full Council in December this year.

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.

(c) Timescale for implementation and risk factors

This is set out in the corporate plan.

8. Background Papers:

Corporate Plan 2015/18

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

2015

Draft Corporate Plan



castlepoint

benfleet | canvey | hadleigh | thundersley

Craig Watts

CPBC V0.62

9/9/2015

Castle Point Borough Council
Corporate Business Plan
2015 – 2018

**‘Confronting
Challenges,
Maximising
Achievement’**

Foreword

The Council recognise that austerity means an on-going strain on household finances and have continued to work to reduce the budget. We decided to freeze the council tax yet again; making it four consecutive years to March 2015. We have for a number of years sought to improve our efficiency to protect and preserve front-line services rather than cutting services that are important to our residents, and in some areas have taken on new roles. For example in helping to develop Youth services in the borough and in maintaining and improving our Leisure Services. We remain ambitious and are currently working with partners on town centre master planning for both Hadleigh and Canvey town centres.

Since 2010 we have worked to deliver savings to deal with the cut in government grant funding of £3m, which is a reduction of 53% of the overall funding. The Council's financial management has been strong and prudent, and consequently we have been able to set balanced budgets for a number of years and this will continue into 2015/16 and 2016 /17. 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..

We will continue to seek efficiencies, to review services and look to share service provision or work in partnership to reduce costs. However, this will not on its own be enough to bridge the funding gap. We need to be more commercially focused and to look at different ways of generating revenue as well as cutting costs. For example, in 2013/14, the total net expenditure of all Council services when compared to all other district Council's is in the lowest third at £110.20 per head compared to an average of £124.21 per head. However, the Council's revenue from fees and charges is low at 14.31% in 2013/14 compared to a district average of 21.48%.

We recognise the need for a modern commercial Council that explores new opportunities for increasing revenue as well as reducing costs. We will be making some important changes with the development of a strategy on Austerity and the Commercial Council this year that will seek to maximise revenue and reduce spending. 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 now we need to set out how a modern Council will deal with Austerity and financial challenges but still achieve the significant ambitions we share with our partners across the borough, so we will also be revising this corporate plan over the year to make sure that the ambitions, priorities and objectives we have are the right ones to move forward.

Councillor Colin Riley
Leader of the Council
September 2015

David Marchant
Chief Executive
September 2015

Contents

Chapter 1 The Strategic Framework	Page 5
Our Values	Page 5
Safeguarding Policy Statement	Page 6
Castle Point Golden Thread	Page 7
Chapter 2: A summary of the challenges faced by the Borough and the Council	Page 8
Chapter 3: Our Vision for the Borough	Page 10
Chapter 4: National Framework and Legislation	Page 12
Chapter 5: Consulting with our Communities	Page 13
Chapter 6: Our Vision, Medium Term Aims & Targets	Page 20
Chapter 7: Our Annual Objectives for 2015/16	Page 25
 Addendum	
1. A Short Profile of Castle Point	Page 30
2. Annual Report	Page 32
2(a) Financial Report	Page 39
3. Further Information	Page 46

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. In 2010, the coalition government announced a four year austerity programme which began in April 2011. This had a significant impact on Castle Point Borough Council with a cut in the revenue support grant received of 17% over a two year period. A further reduction in revenue support grant was made for two further financial years 2013/14 and 2015/16 and the Council agreed a budget and Medium Term Financial Forecast in February 2013 which aims to secure additional savings of £1m by the end of March 2016.

The significant cut in expenditure has meant that the Council has had to find new ways of delivering services. Furthermore the Council needs to continue to do so and there has never been a greater time to be as efficient and effective as possible with bureaucracy kept to a minimum.

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 2016)**

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:

At least 55% of household waste sent for recycling or composting (March 2016)

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 2016)

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 2016)

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 such as a major

refurbishment of our leisure facilities as well as our sheltered housing. We will work with others to achieve lasting benefits for the Borough such as maintaining an Olympic legacy of excellent mountain biking facilities at Hadleigh. We will work with the community and with partners to develop community resilience and to help the community help itself.

Our Targets:

All Sheltered Housing Schemes are fit for purpose with no shared bathing facilities (March 2016)

Rationale: The Council has 8 sheltered housing schemes, two of which retain shared bathing facilities which are no longer appropriate for modern living.

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 (March 2016).

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.

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).

An effective approach to dealing with austerity by using new technology and working practices to:

- **Utilise new technology to transform working practices and procedures**
- **Develop customer interface and communication channels to maintain high customer satisfaction with all Council services.**

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.

Objectives are then circulated to Policy and Scrutiny Committee and the Cabinet Portfolio holders early in the calendar year for consideration and feedback.

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 2015/16

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. **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.**

Outcomes to be measured by:

- Number of visits to Council operated leisure facilities.
- Monthly Leisure membership levels
- The percentage of adults aged 16 or over participating in sport at least once a week.

Rationale: Consultation results and comments demonstrate that leisure is important for residents and the significant investment in Waterside farm should help encourage more people to participate in sport and Leisure activities. It is also important for the Council to obtain and improve value for money for the leisure and recreation services and increase the number of visits to the facilities.

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

Outcomes to be measured by:

- Implementation of a project to develop the Sheltered Housing Service and allow elderly non-resident people to participate in the social activities of Sheltered Housing Schemes.
- Number of non-- resident elderly people participating in social activities undertaken by the sheltered housing service.

Rationale: The borough has an ageing population and issues include general health and loneliness. This initiative is seen as important to help develop greater community cohesion and enable a larger number of elderly people to engage in social and physical activities.

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

Rationale: Environment services stands out as one of the most important issues for residents, and the need to have a highly effective grounds maintenance and street scene service must be seen as a high priority.

- 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

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:

- 5. Progress development of the Local Plan for the Borough**

Outcome to be measured by:

- Draft local plan agreed by full Council December 2015 for submission to the Department for Communities and Local Government.

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.

6. Clarify approach to Town Centre Regeneration.

Outcome to be measured by:

- Progress in delivering the agreed proposals as described in the Canvey and Hadleigh Town Centre Masterplans.

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.

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.

Outcome to be measured by:

- Progress in the construction of 3 new affordable homes at St Christopher's Close
- Development of a Housing Strategy which seeks to work with developers to negotiate the construction of more affordable housing
- Identification of further Brownfield sites for development
- Participation in a locality review with other public sector organizations to establish the potential for realising land and assets for affordable housing development

Rationale: There remains an acute shortage of affordable homes and changes to the Housing Revenue Account now allow the Council to pay for the construction of new homes. The development of St Christopher's Close is a pilot project, and it is envisaged that there will be further development of Brownfield 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' and associated action plan in place by March 2016 to include:

(a) Approach to Spending Reductions / containment:

- Procurements that maximise value for money
- Service delivery which focuses on customer need and reduces waste
- Effective workforce planning and management which ensures staff resources are utilised in the most effective way
- Seek new opportunities, for example cost sharing with partners
- Reduce spending commitments

(b) Approach to Revenue generation / maximisation:

- Consistent and clear charging policy
- Asset Management including rationalisation of assets and maximising revenue
- Seek new opportunities – for example invest to save
- Maximise council tax / grants
- Seek further grants that meet Council priorities

(c) Approach to maximising effectiveness of business process and efficiency:

- Development and implementation of Information Communication Technology Strategy
- Service review programme

Rationale: The Council has successfully secured the necessary cost reductions through the implementation of an effective efficiency programme for a number of years. However, whilst efficiencies have been secured for the short term, there still remain very challenging financial pressures which can no longer be met through the current approach. Austerity will continue for several years.

It is now necessary to undertake significant work to transform working practices through the introduction of modern working methods linked to the improved use of IT systems and software. This will include a thorough review of department and service working practices to elicit further efficiencies, as well as review service charges and to continue to undertake effective procurement practices.

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

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

Outcome to be measured by:

- Undertake detailed risk assessment of implications of Housing Benefit Reforms.
- Development of corporate Anti-Poverty Strategy that clarifies a council wide approach to debt management and recovery.

Rationale: Whilst the Council needs to be commercially focussed and as cost effective as possible, there is still a need to maintain the core services that are important for the community and vulnerable groups.

10. Review the effectiveness of partnership working.

Outcome to be measured by:

- Internal audit of partnership arrangements
- Reviewing partnership arrangements and implementing changes to improve effectiveness.

Rationale: A new commercially focussed council will need to have partnership arrangements which are effective and add value. A review of the partnership framework will also be undertaken to consider the need for efficient and effective partnership arrangements that help meet the Council's objectives.

11. 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.

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 36.3% in Castle Point, and 56.7% for the UK (March 2015). As a result, local jobs are largely located in rundown employment areas and pay is comparatively low at about £421.40 per week compared to an average for UK of £520.20. The average salary increases to £570.80 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.

Public Safety - The residential nature of the Borough is also an issue in respect of the risks posed to the Borough by the major hazardous installations (Calor and Oikos) located on Canvey Island, the risk of flooding and the associated access difficulties that might prevent a successful evacuation of parts of the Borough in the event of an incident. In light of the Buncefield Initial Report, planning authorities should address the risk issues associated with hazardous installations located in close proximity to the residential population. As both forms of development are already present it is necessary to consider which form of development is most appropriate in creating a sustainable community 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 88,600(2013 Estimate)
Population Density 1,921.2/km² (4,976 / square mile)
Households 36,730
Workforce 42,000

Unemployment: 1.4% receiving Jobseekers allowance (March 2015). A total of 5.5% of the working population are not working. The national average is 6.2% for all non working people and 2.0% for those receiving Job Seekers allowance (March 2015).

Ethnicity:
White 96%
Asian 1.5%
Black 1.1%

DRAFT

2. Annual Report 2014/ 2015

Our achievements are set out under our corporate priorities and annual objectives for 2014/ 2015 as follows:

Public Health and Wellbeing

1. Improve the Health & Wellbeing of Castle Point residents through:

- (a) The provision of value for money Leisure and Recreation Services that increases the percentage of adults aged 16 or over participating in sport at least once a week.**
- (b) Pro-active inspections for food safety and infectious diseases**

Our Leisure services have been subject to significant investment over the years with the refurbishment of both Waterside Farm Sports Centre and Swimming Pool as well as Runnymede Pool. This has led to some tangible achievements, including very high satisfaction levels with Leisure Services from a survey undertaken in April 2014:

- Overall satisfaction with Leisure Facilities 97%
- The memberships packages are good value for money 96%
- Activities at the Leisure Centres are good value for money 95%
- Leaflets and promotional materials are available and easy to understand 98%
- The website provides adequate and up to date information 95%
- The coffee bar provides good quality drinks and a range of snacks 76%
- The Leisure Centre's are kept clean and tidy 89%
- The fitness equipment is of high quality and in good condition 97%
- The staff at the Leisure Centres are friendly and helpful 98%
- The fitness staff have sufficient knowledge to help me meet my exercise needs.99%
- I would recommend Castle Point Leisure to my friends and family 96%

In addition our Leisure Services have achieved the CIMSPA pool water quality award for both swimming pools in the Borough. We are the only swimming pools nationally to have been granted this award.

The refurbished facilities at Waterside farm have seen memberships jump from about 1,800 before the facility was refurbished to about 2,600 during 2014/15.

There has been significant performance improvement for the annual indicator which measures the percentage of adults aged 16 or over participating in sport and active recreation which is nearly 35% compared to the target of 22%. In the previous year performance was 19.8% and although the Council is not solely responsible for the

improvement in this national indicator it has done a lot to contribute to the improved performance. The significant investment and improvement in the Leisure facilities has delivered increased membership levels and participation rates. There has been a focus on improved marketing and promotion targeting key Sport England market segmentation areas for growth, for example introducing a wider variety of classes and opportunities for access to exercise for the over 60's and supporting national campaigns such as Sport England's 'This Girl Can', offering free taster sessions and day passes.

We have worked with National Governing Bodies to deliver new activities like 'Get back to Netball' particularly aimed at getting women back into sport and more locally with local sports clubs such as Benfleet running club by establishing a beginners running club in conjunction with Active Castle Point.

We have promoted the Leisure Centres and 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.

The Environmental Health service continues to be pro-active with 98% of programmed food premises inspections completed in 2014/15, against a target of 95%. Furthermore the percentage of food premises rated 3+ stars was 94% against a target of 90%.

2. Develop Strategic Partnership working with the public, private and voluntary sector organisations to help achieve joint priorities and obtain efficiencies.

We have also seen an increase in participation through funding from Active Essex and working with health partners on the Get Active project which is seeing improved participation in those at risk of diabetes from predominantly weight related health conditions, people who would not naturally be accessing sport and active recreation.

The number of reported incidents of Crime has reduced to 3,327 incidents compared to a target of 3,351. There has been a significant reduction in some of the key crime areas in Castle Point including burglary of people's homes and offences of vehicle crime. However, there has been an increase in the number of incidents of reported anti-social behaviour which was 2,308 compared to a target of 1,961. The Community Safety Partnership, of which the Council is a statutory partner, continues to have anti-social behaviour as one of its priority areas for partnership work. Officers of the Council meet regularly with the Police to coordinate actions regarding anti-social behaviour; this includes working with officers regarding issues on Council owned land and tenancy enforcement for those living in Council owned properties.

We continue to work closely with partners and the Community Safety Partnership to deliver initiatives aimed at the prevention of crime. Our biggest stakeholder is the local community who are an extension of our eyes and ears. We are very keen to increase the sign up to [Essex Community Messaging](#) to enable the Police to reach the local residents to provide up to date information and community issues together with crime prevention advice.

The Council works closely with the partnership to:

- Improve police visibility and reduce the fear of crime around offences that matter to the local public including burglary, vehicle crime, hate crime and anti-social behaviour amongst others;
- Gain the trust and confidence of the local community and communicate to them what we are doing about tackling local issues that are important to them;
- Tackling the causes and effects of crime and anti-social behaviour through targeting offender behaviour and a partner-based, problem-solving approach;
- Being visible and known within the local community and ensuring the information we provide is accurate;
- Building on, and where possible, creating new successful local partnerships within the community to solve problems.

The Council continues to work closely with partners for example it is currently working with the Thames Gateway South Essex partners to undertake a strategic housing market assessment which will help inform the number of new homes required for development over the coming years and assist in the development of the Council's Local Plan. It has also been an active partner in establishing a duty-to-co-operate forum which will allow all partners to address key strategic planning issues in their local plans.

The Council is also committed to working with the Local Strategic Partnership with Rochford and has recently developed a revised community strategy. Further work is planned to clarify the actions going forward in future years, which will cover the five ambitions of the Partnership, listed as

1. **Community Development** - *strengthening local communities and ensuring inequalities in quality of life are reduced*
2. **Community Safety** - *achieving a community where people feel safe to lead their lives*
3. **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*
4. **Health & Wellbeing** - *ensuring everyone has access to the health and care services they need and that all services work towards a healthier community*
5. **Safe & Thriving Children** - *securing better outcomes for children, young people and their families*

Environment

3. Ensure high quality grounds maintenance and street scene cleansing is delivered through pro-active monitoring and rectification.

Outcomes 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 fly tips removed within 1 working day
- Percentage of waste recycled or composted

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 8.3% in 2014/15 compared to a target of 10%.
- b) Fly tips removed within one working day in 2014/15 was 100% compared to a target of 90%.

The combined performance for Household waste recycled or composted is estimated to be 53%, which is slightly below the target of 56%. Compared with last year there has been a 1.55% reduction in composted material, i.e. food waste and garden waste. This is likely to be as a consequence of seasonal factors or because of a reduction in the amount of food waste collected either because of less wastage or lower participation in the scheme. Compared with last year there has been a 1.61% reduction in recycled materials i.e. pink sack dry recyclables, glass and textiles. This may be due to changes in the waste stream, e.g. lighter packaging, less paper as a consequence of technological advances, or poorer participation. Overall we have seen a very small increase in waste growth this year i.e. 0.2% and waste minimisation will be a key focus of the service in future years.

Transforming the Borough

4. Continue the transformation of the Housing Services and achieve the following outcomes:

Outcomes to be measured by:

- Refurbishment of Amelia Blackwell House and Gowan Court so that all residents have their own bathing facilities by March 2016.
- Pilot two garage sites for development with planning permission by March 2015
- Develop the Sheltered Housing Service and allow elderly non-resident people to participate in the social activities of Sheltered Housing Schemes (to be subject to project planning).
- Develop and implement over-arching Housing Strategy with associated Private Sector Housing Strategy and Homelessness Strategy

The refurbishment of sheltered accommodation at Gowan Court and Amelia Blackwell was successfully completed ahead of schedule by March 2015. Both

schemes have been updated to ensure residents now have access to their own bathing facilities.

The Council secured planning permission for the development of one garage site last year and has plans to construct three new homes by the spring of 2016 in St Christopher's Close, Canvey Island. There has been an additional important achievement as last year saw the Council acquire its first Council housing in decades with the purchase of a brand new block of flats at Draper Court, 35 Long Road, Canvey Island. The accommodation provides 14 one bedroom flats and 11 two bedroom flats for council housing, and its acquisition enabled the Council to provide housing support for 51 Castle Point families. For example a number of families were looking to downsize accommodation and this enabled them to do so and also freed other larger accommodation for other families in need. The demand for housing accommodation remains high and the Council is exploring different approaches including developing on Brownfield sites and garage sites that have fallen into disrepair.

Our Housing Services have made a number of service improvements including the refurbishment of a housing estate. The Council spent £425,000 in improvements to the estate, previously known as Chapman Court, in Seaview Road, including new lights, security gates, replacing drains and gullies and putting more plants and seating in the communal courtyard. All residents in the 32 properties have been given key fobs to access the building, and the authority has worked closely with police and architects to ensure the building is safe, with CCTV cameras installed at every entrance. Residents chose to rename the estate to Ozonia Gardens after the Ozonia Hotel, which used to be situated on the site. The Housing services will continue to undertake estate improvements and is surveying all the blocks of flats this year to understand what the particular issues are for each estate.

An overarching Housing Strategy has been drafted and will be subject to development over the coming year. It is yet to be finalised and implemented as it will need to carefully consider the impact of the Local Plan as this is also progressed. One of the objectives of the Housing strategy will be to work more closely with private sector developers to develop more social housing opportunities following the success of the Draper Court project.

A project is in place to develop the social activities of sheltered housing schemes to enable non-resident elderly people to participate and help to strengthen community cohesion and reduce loneliness. This is expected to be piloted during 2015/16 and the success of the work will be reviewed to evaluate the next steps.

The Housing service has seen its performance in key areas improve and this is demonstrated by a number of performance measures:

- a) Overall tenant satisfaction with repairs and maintenance was at 97.2% for 2014/15, compared to a target of 95%.
- b) Average void turnaround time was 17.25 days in 2014/15 compared to a target of 25 days.
- c) The percentage overall satisfaction with the Housing Services as a landlord was 83% in 2014/15 compared to a target of 74%.

- d) Overall satisfaction that rent provides value for money was 87.7% in general needs housing against a target of 83% and in sheltered housing was 97.1% against a target of 84%.
- e) Overall satisfaction with the neighbourhood as a place to live for those in general needs housing was 86% against a target of 82% and for those in sheltered housing 96.5% against a target of 86%.

Overall the Housing Service has been subject to significant improvement work over recent years with capital works and improvements to operational services.

5. Progress development of the Local Plan for the Borough

The Draft New Local Plan has been subject to ongoing development and consultation over the last year. This important document will outline development proposals over the next 20 years and has elicited much public interest.

A considerable amount of work has been undertaken by a Draft New Local Plan Task and Finish Group and by the end of 2015 it is envisaged that full Council will consider a draft plan for submission to the Planning Inspectorate, which will also involve a formal consultation process with the local community and Examination before a Planning Inspector.

6. Progress the regeneration of Canvey and Hadleigh Town Centres.

Town centre regeneration has also been a focus and the Council has recently identified a preferred partner, Hollybrook Ltd, to progress the development of a key site in the masterplan for Hadleigh, known as the Hadleigh Island Gateway. This is an exciting proposal for the future and will include extending the former fire station and converting it into apartments and a new two storey building in a public square which will include a library, community meeting space and artist studios. The proposals also envisage the development of good quality housing s. We will continue to work with our partners to help ensure the long term viability and sustainability of the scheme.

In respect of Canvey Town Centre, further work is being undertaken in consultation with the Council, by the agents for the Knightswick Centre, regarding future development options for the Centre. In addition, progress is being made with landowners concerning a key site linking the town centre to the Canvey Lake area, and bringing forward redevelopment proposals.

Efficient and Effective Customer Focussed Services

7. Develop organisational change programme to transform the Council by March 2017 by using new technology and working practices to:

- **Utilise new technology to transform working practices and procedures**
- **Develop customer interface and communication channels to improve opportunities for self-service as well as maintain high customer satisfaction with all Council services**
- **Undertake service reviews to improve Value for Money**

- **Undertake effective procurements to secure greater Value for Money**
- **Review of Charging policy to ensure consistency and Value for Money from services provided by the Council**

Last year the Council worked to continue to make savings whilst maintaining and improving services. This includes:

Securing the necessary efficiency savings to maintain balanced budgets for 2015/16 and 2016/17.

We have been able to find savings from efficiency work that has included:

- Service reviews in Leisure, Housing, Planning and Environmental Health as well as other services.
- Introduction of charging for example to pay for car park improvements and pre-application planning advice to developers.
- Implementation of new ICT systems for example in Planning, Building Control and Environmental Health services to improve work processes and efficiencies.

However, there remains a serious challenge to the Council in future years as we need to find a further savings as the cuts in the grant received from the government continue in the years to come.

We recognise the need for a modern commercial Council that explores new opportunities for increasing revenue as well as reducing costs. We will be making some important changes with the development of a strategy on Austerity and the Commercial Council this year that will seek to maximise revenue and reduce spending. We will continue to explore 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.

Whilst we continue to focus on efficiencies, we also recognise the need meet the needs of the community and our customers. For example, the Council has a First Contact team which aims to deal with most of the queries raised by residents and reduce the need for residents to have to wait to be transferred to different departments. The team continue to be very successful, and for the year 2014/15 94% of calls taken from customers by First Contact were dealt with without the need to transfer to the back office, against a target of 90%.

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 2015/16 in December 2014.

4. The key steps in the process of producing the base budget for 2015/16 were:-

- A review of 2014/15 estimates to arrive at a core no-growth base budget for 2015/16 and 2016/17 to 2017/18 (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.
- Forecasts for years 2018/19 and beyond are based on 2017/18 rolled forward with adjustments for known changes and assumptions around future years funding.

Efficiency work programme and savings identified

5. The efficiency work programme for 2014/15, 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.

DRAFT

Revenue Spending Plans

Medium term financial forecast

Table 1 Medium term financial forecast		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Notes
Ref	Current policies and service plans	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
1	Detailed estimates	11,806	11,379	11,688	12,049			
2	Total net expenditure b/f					12,535	13,310	
3	Budget / Funding Gap				(1,716)	(2,327)	(2,938)	Required in order to deliver a balanced budget and maintain reserves at the minimum level recommended.
4	Total net expenditure	11,806	11,379	11,688	10,333	10,208	10,372	
5	Contribution to / (from) Earmarked reserves	(402)	279	(322)	(19)	87	(29)	
6	Contribution to / (from) General reserves	1,052	416	8	0	0	0	Indicates a balanced budget for 2015/16 & 2016/17. See also line 3 in relation to future years.
7	Net Budget before funding	12,456	12,074	11,374	10,314	10,295	10,343	
8	Collection Fund balance - Council Tax	(137)	(156)	0	0	0	0	
9	Collection Fund balance - Business Rates	(15)	280	0	0	0	0	Deficits arising through the Business Rates Retention (BRR) scheme are offset through use of the NNDR Equalisation Reserve - an Earmarked Reserve established as part of the 2014/15 budget process.
10	Capital and other grants and contributions	(1,765)	(1,856)	(1,116)	(1,114)	(1,114)	(994)	Various grants including local council tax support scheme.
11	New Homes Bonus	(686)	(820)	(956)	0	0	0	Based on December 2014 taxbase and assumes continuation of growth and funding for remainder of original six years.
12	Formula Grant & Retained Business Rates	(3,299)	(2,660)	(2,268)	(1,989)	(1,790)	(1,773)	Levels advised by Govt for 2014/15 & 2015/16. Future years assume reductions in formula grant element of 25%.
13	Levy payment on business rates	172	0	0	0	0	0	Payment arising from the BRR mechanism and offset through use of the NNDR Equalisation Reserve.
14	Council Tax Requirement	6,726	6,862	7,034	7,211	7,391	7,576	
Ref	Reserves	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
15	General Reserves at start of year	3,839	4,888	4,382	3,699	1,783	(744)	
16	Contribution (to) / from General Fund	1,052	416	8	(1,716)	(2,327)	(2,938)	Line 18 will fluctuate in line with the revenue budget.
17	Planning appeals & associated legal costs	(3)	(922)	(691)	(200)	(200)	0	Based on current assessment of potential appeal costs for 2015/16 & 2016/17 and indicative amounts for future years.
18	General Reserves at year end	4,888	4,382	3,699	1,783	(744)	(3,682)	Minimum recommended balance for General Reserves is £2.4m
19	Earmarked reserves at start of year	4,038	879	380	58	39	29	
20	Contribution (to)/from General Fund	(402)	279	(322)	(19)	87	(29)	
22	Earmarked reserves at year end	879	380	58	39	29	0	
Ref	Council Tax							
23	Tax at band D	234.09	234.09	238.77	243.54	248.40	253.35	Based on 0% increase for 2014/15 & 2015/16 and target increases of approximately 2% 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	0.00%	0.00%	2.00%	2.00%	2.00%	1.99%	

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

Ref.	Description of priority or discretionary item	2014/15	2015/16	2016/17	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	10	10	10	30
3	Funding of discretionary portion of business rates relief to charities and other bodies - percentage of overall relief cost applicable to this Council	40	38	38	116
	Environment				
4	Festive lighting across the Borough	17	17	17	51
5	Public Conveniences across the Borough (net direct cost excluding recharges and capital charges)	42	41	44	127
	Regeneration & Neighbourhoods				
6	Running costs of CCTV installed at various public locations around the Borough including car parks, the Dutch Cottage, the seafront and residential areas	16	16	16	48
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	41	41	41	123
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)	11	9	8	28
	Total funding of priority projects and discretionary expenditure	288	283	285	856

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

Ref.	Description of cost pressure/budget increase item	2014/15	2015/16	2016/17	Total
		£000's	£000's	£000's	£000's
	All services, Central & Corporate areas				
1	Contribution to Earmarked Reserve for future building maintenance identified through condition surveys	400	400	400	1,200
2	Provision of one-off funding for the Youth Council	0	20	0	20
3	Increase in Leader's Reserve - balance on fund to be increased from £12k to £25k	13	0	0	13
	Housing & Communities				
4	CPBC contribution towards "investment cost" - Council Tax Sharing Agreement with ECC, Fire Authority and Police Authority	0	27	27	54
	Environment				
5	Variation in recycling income resulting from lower tonnages than budgeted and lower price per tonne for glass, and increase in charge paid to ECC for trade waste disposal costs	50	60	62	172
6	Repair and refurbishment works to the skatepark at Waterside Farm Funded £36k from existing budgets and £50k by grant from ECC. Expected total cost is £200k . £114k of further external funding to be obtained and is not currently budgeted for)	0	86	0	86
7	Environmental projects to ensure visible improvements to communities, with suggestions invited from residents and community groups.	0	75	0	75
	Regeneration & Neighbourhoods				
8	Regeneration costs 2016/17 - Staffing and other related costs for Canvey regeneration shop plus small staffing resource for Hadleigh regeneration projects. Nothing currently assumed beyond 2016/17	0	0	46	46
9	CPBC regeneration office staff costs and Service Level Agreement with ECC	0	17	48	65
10	Business rates arising from the Crown Public House for 2016/17. Nothing currently assumed beyond 2016/17	0	0	15	15
11	Repositioning of hoarding at the Crown Public House site	10	0	0	10
12	CPBC contribution to marketing costs of the Library, Fire station & Crown Public House site for future sale	8	0	0	8
	Total cost pressures/budget increases	481	685	598	1,764

No	Table 4 General Fund revenue summary	Note	2013/14 Actual	2014/15 Estimate	2014/15 Revised	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
			£000s	£000s	£000s	£000s	£000s	£000s
	Net Service Expenditure							
1	Central and corporate services	1	1,882	3,011	1,970	3,414	2,754	2,588
2	Housing and Communities	1	1,610	1,885	1,527	1,749	1,871	1,955
3	Environment	1	5,163	6,235	5,208	5,885	5,980	5,873
4	Regeneration and Neighbourhoods	1	1,474	1,506	1,463	1,415	1,484	1,468
5	Resources	1	72	440	76	78	81	85
	Total Net Service Expenditure		10,201	13,077	10,244	12,541	12,170	11,969
6	Savings and / or additional revenue income / grant funding to be identified	2	0	0	0	0	0	(1,717)
7	Total Other Operating Expenditure	3	1,785	286	351	481	564	443
8	Total Financing and Investment Income and Expenditure	4	1,616	1,773	1,369	1,537	1,533	1,563
9	Total Net Statutory Adjustments	5	(1,170)	(195)	68	(2,949)	(2,348)	(1,695)
	Total to be met from government grants, earmarked reserves and Council Tax		12,432	14,941	12,032	11,610	11,919	10,563
	Notes							
1	See table 5							
2	The amount required in order to deliver a balanced budget and maintain reserves at the minimum level recommended							
3	Includes a discount applied to all salaries estimates to take account of vacant periods, 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.							
4	Includes interest payable and receivable, and statutory pensions adjustments based on information from ECC and the pension actuary							
5	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	2013/14 Actual	2014/15 Estimate	2014/15 Revised	2015/16 Estimate	2016/17 Estimate	2017/18 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	12	0	0	0	0
3	Internal audit	0	8	0	0	0	0
4	Civic Governance and Democratic Representation	1,101	1,261	1,244	1,250	1,283	1,261
5	Legal services	0	7	0	0	0	0
6	Other corporate costs	781	1,723	726	2,164	1,471	1,327
	Net total - Central and corporate services	1,882	3,011	1,970	3,414	2,754	2,588
	Housing and Communities						
1	Homelessness and Housing advice	385	429	415	408	415	423
2	Strategic housing and Housing management	12	11	10	10	10	10
3	Revenues and Benefits	1,163	1,419	1,112	1,319	1,430	1,502
4	Local land charges	49	25	(10)	12	16	20
5	Concessionary travel	1	1	0	0	0	0
	Net total - Housing and Communities	1,610	1,885	1,527	1,749	1,871	1,955
	Environment						
1	Environmental health	795	1,002	735	978	743	763
2	Street scene and operational services	1,149	1,270	1,232	1,345	1,260	1,286
3	Refuse & recycling	999	1,322	1,140	1,427	1,520	1,621
4	Parks & open spaces	936	775	769	829	846	799
5	Leisure centres, golf course and community centres	1,436	1,990	1,484	1,587	1,881	1,660
6	Public conveniences	125	134	131	133	138	142
7	Parking	(277)	(258)	(283)	(414)	(408)	(398)
	Net total - Environment	5,163	6,235	5,208	5,885	5,980	5,873
	Regeneration and Neighbourhoods						
1	Development control	589	536	522	556	566	594
2	Building control	202	229	175	185	187	188
3	Regeneration	269	303	307	277	287	230
4	Partnerships, community engagement and community safety	322	337	365	365	350	356
5	Licensing and public transport schemes	92	101	94	32	94	100
	Net total - Regeneration and Neighbourhoods	1,474	1,506	1,463	1,415	1,484	1,468
	Resources						
1	Financial services	0	2	0	0	0	0
2	Information technology	0	355	0	0	0	0
3	Facilities and asset management	72	83	76	78	81	85
4	Human resources	0	0	0	0	0	0
	Net total - Resources	72	440	76	78	81	85

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

DRAFT

ORDINARY COUNCIL

29th September 2015

Subject: Consideration of Recommendations from Cabinet: Anti-Social Behaviour, Crime and Policing Act
Cabinet Member: Councillor Isaacs -
Neighbourhoods and Safer communities
Councillor Skipp - Environment and Leisure
Councillor Mrs Egan - Homes and Customer Engagement

1. Purpose of Report

To present to Council the report and recommendations of the Cabinet on the reform of enforcement powers brought about by the Anti-Social Behaviour, Crime and Policing Act 2014.

2. Links to Council's Priorities and Objectives

The Council's priorities of (1) public health and wellbeing and (2) environment are relevant.

3. Recommendations

Council is requested to approve the delegation to officers to use the powers available the Council under the Anti-Social Behaviour, Crime and Policing Act 2014.

4. Background

Cabinet on 16.9.2015 considered a report on the reform of enforcement powers brought about by the Anti-Social Behaviour, Crime and Policing Act 2014.

5. Proposals

A copy of the report before Cabinet is attached. Cabinet decided to recommend to Council that delegated authority be agreed for officers to utilise the new powers available to the Council.

AGENDA ITEM NO. 5(a)

CABINET

16th September 2015

Subject: Anti-Social Behaviour, Crime and Policing Act

**Cabinet Member: Councillor Skipp - Environment and Leisure
Councillor Mrs Egan – Homes and Customer Engagement
Councillor Isaacs – Neighbourhoods and Safer
Communities**

1. Purpose of Report

To advise of the reform of enforcement powers brought about by the Anti-Social Behaviour, Crime and Policing Act 2014 and to recommend to Council that delegated authority be agreed for officers to utilise the new powers available to the Council.

2. Links to Council Priorities and Objectives

Dealing with anti-social behaviour links with the Council's priorities of (1) public health and wellbeing and (2) environment.

3. Recommendations

- 1. That the implications of the Act and the powers available to the various agencies are noted: and**
- 2. To recommend to Council that delegated authority to use the powers contained within the Act, and to authorise other officers to use the powers is given to:
Head of Environment
Head of Housing and Communities**

4. Background

Anti-social behaviour covers a wide range of day-to-day activities from litter and vandalism, to public drunkenness or noisy or abusive neighbours. These activities can cause misery, either to an individual or the wider community.

To provide better protection for victims and communities, the government has introduced the Anti-social Behaviour, Crime and Policing Act 2014 (the Act) which provides simpler, more effective powers to tackle anti-social behaviour.

More Effective Powers

The Act has reformed the powers previously available to the Police, Local Authorities and other agencies. It has extended previous powers and supports a more flexible and less bureaucratic approach in order to secure more effective and quicker resolution of anti-social behaviour problems. New powers/orders replace 19 previous orders relating to people and places. Namely, these are:

New Orders	Penalty on Breach	Previous Orders
Civil Injunction To stop or prevent individuals engaging in anti-social behaviour quickly, nipping problems in the bud before they escalate. Covers ASB causing nuisance and annoyance in residential setting, causing harassment, alarm or distress elsewhere.	Not a criminal offence <ul style="list-style-type: none"> • Over 18's – civil contempt of court – unlimited fine or up to 2 years in prison • Under 18's – supervision order or as last resort, a civil detention order of up to 3 months for 14-17 year olds 	ASBO ASBO on Conviction Drink Banning Order Drink Banning Order on Conviction Individual Support Order Intervention Order
Criminal Behaviour Order The order is issued by the courts after a person has been convicted for a criminal offence and where it is considered that continued ASB is likely. Under the order, a person who has been convicted would be banned from certain activities or places, and would also be required to address their behaviour, for example by attending a drug treatment programme.	Criminal offence <ul style="list-style-type: none"> • Over 18's – summary conviction – up to 6 months in prison or fine or both • Over 18's – conviction on indictment – up to 5 years in prison or a fine or both • Under 18's – sentencing powers of the youth court apply 	
Community Protection Notice	Criminal offence	Litter Clearing Notice Street Litter Notice

New Orders	Penalty on Breach	Previous Orders
Enables local authorities and police to stop persistent environmental anti-social behaviour, like graffiti, neighbour noise or rubbish on private land.	Fixed penalty up to £100 Fine of up to level 4 for individuals and £20,000 for businesses	Graffiti Notice
Public Spaces Protection Order Allows a local council to deal with a particular nuisance or problem that is detrimental to the local community's quality of life by imposing universal conditions on the use of that area. This can be used to tackle issues like dog fouling and restricting the consumption of alcohol.	Criminal offence Fixed penalty up to £100 Fine of up to level 3	Designated Public Order Gating Order Dog Control Order
Closure Power Allows the police or local council to close premises where anti-social behaviour has been committed, or is likely to be committed.	Criminal offence <ul style="list-style-type: none"> • Notice – up to 3 months in prison • Order – up to 6 months in prison • Both – up to unlimited fine for residential and non-residential premises 	Premises Closure Order Crack House Closure Order Noisy Premises Closure Order s.161 Closure Order
Dispersal Power Allows the police to disperse anti-social individuals and provide short-term respite to a local community. The power is preventative and allows an officer to deal instantly with someone's behaviour in a particular place and to confiscate related items		s.30 Dispersal Order s.27 Direction to Leave
New absolute ground for possession It is available both to social landlords and private rented sector landlords. Offence/breach	The Act introduces a new absolute ground for possession of secure and assured tenancies where	Discretionary ground for possession

New Orders	Penalty on Breach	Previous Orders
needs to have occurred in the locality of the property or affected a person with a right to live in the locality or affected the landlord or his or her staff/ contractors; Unlike the existing discretionary grounds for possession, the landlord will not be required to prove to the court that it is reasonable to grant possession. This means the court will be more likely to determine cases in a single, short hearing.	anti-social behaviour or criminality has already been proven by another court.	

Community Trigger

The Act gives people a greater say in the way their reports of anti-social behaviour are dealt with. Victims and communities have the right to request the use of the “Community trigger” and request a review of their case.

If the threshold has been met the relevant agencies, which includes District Councils, the Police, Clinical Commissioning Groups in England and registered providers of social housing, have a duty to come together to take a joined up, problem solving approach to find a solution.

The Council has adopted the Essex-wide Protocol for effectively dealing with Community Trigger requests. The protocol sets a threshold of at least three qualifying complaints or at least one qualifying complaint of a hate crime nature within six months and sets timescales for dealing with each stage of the review process.

Information about how to request a case review is provided on the Council’s website. The Head of Partnerships is the Council’s single point of contact and being satisfied that the threshold has been met will send an information request to all relevant agencies and arrange a Review Panel meeting.

The Review Panel will devise an action plan which will be sent to the applicant. There is a right of appeal to the Chairman of the Community Safety Partnership if the applicant is not satisfied with the decision of the Review Panel.

The Community Remedy

The Act also gives victims a say in the out of court punishment of perpetrators who have committed low level crime and anti-social behaviour. The Police and Crime Commissioner has a duty to consult members of the public and

community representatives on what punitive, reparative or rehabilitative actions they would consider appropriate.

Conclusion

The Act extends the powers available to the Police and District Councils to deal with anti-social behaviour. With these new powers comes greater accountability with victims and communities being able to demand a case review where the threshold criteria have been met. It is unclear at this stage what the take up of Community Trigger requests will be but the Act and associated guidance set out a clear expectation that the victim will be put first and anti-social behaviour issues will be dealt with in a timely, flexible and appropriate manner having regard to the circumstances of each individual case. It will be important for the Council to make best use of the new enforcement powers it has and to effectively manage Council land and ASB issues involving Council Housing tenants. Environmental Health, Parks and Open Spaces, Street Scene and Housing staff will have a key part to play in ensuring the new tools and powers available to the Council are effectively used.

Delegated authority is required before officers can utilise the new powers available to the Council.

5. Corporate Implications

a) Financial Implications

None directly associated with this report but the Council spends significant sums of money each year repairing and replacing property and equipment which has been mindlessly vandalised. Anything that can be done to deter this anti-social behaviour would be financially beneficial.

Potentially the Council could receive income from fixed penalty fines, but this is unlikely to be significant.

b) Legal Implications

There is a variety of new enforcement powers available to the Council to deal with anti-social behaviour. The Home Office has issued statutory guidance for frontline professionals on the reform of anti-social behaviour powers which must be adhered to.

The Act allows that where there is a designated public place order, gating order or dog control order currently in force, then it will continue to be valid for a period of up to three years following commencement of the new power. At this point it will be treated as a Public Space Protection Order. (PSPO)

The maximum duration of any PSPO is three years but at any point before expiry the Council can extend it by up to three years.

The Council currently has in place a Borough wide Dog Control Order which makes it an offence for the person in charge of a dog not to pick up after

his/her dog has fouled; this will need to be reviewed within three years of the commencement date of the Act.

c) Human Resources and Equality Implications

There will be a need to ensure that Enforcement Officers and staff who manage public open spaces, streets, housing land, etc are fully conversant with the new legislation and adequately trained so that they can utilise the new powers available to them.

6. Timescale for Implementation and Risk Factors

Delegated authority will be implemented with immediate effect. .

10. Background Papers:

Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers. Statutory guidance for front line professionals. July 2014

Report Author: Trudie Bragg, Head of Environment

ORDINARY COUNCIL

29th September 2015

Subject: Financial Results and Statement of Accounts for 2014/15

Cabinet Member: Councillor Stanley – Cabinet Member for Finance & Resources

Note for Members: it is requested that any questions on the Statement of Accounts are submitted in advance of the meeting in order to ensure that replies are available at the meeting. Please submit questions to Chris Mills – Head of Resources.

1 Purpose of Report

1.1 This report submits the financial out-turn results and audited Statement of Accounts for 2014/15, for approval by Council.

1.2 The statement of accounts is supported by separate annexes and a summary version of the accounts intended to aid interpretation.

2 Links to Council's priorities and objectives

The scrutiny and approval of the financial results and the Council's Statement of Accounts is linked to the Council's objective of Improving the Council through sound financial management.

3 Recommendations:

That following scrutiny:

1. The financial results for 2014/15 and explanations of budget variances and significant items are noted.
2. The audited Statement of Accounts is formally approved.

Resolution required.

4 Background

4.1 Under the Accounts and Audit Regulations 2011, the Council has a duty to approve and publish an Annual Statement of Accounts within statutory timescales. The regulations require that:

30th June

The un-audited Statement of Accounts is signed by the Council's responsible financial officer to certify that the accounts give a true and fair value of the Council's financial position and financial performance.

30th September

Subsequent to the independent audit by the Council's external auditors, the accounts are re-certified by the responsible financial officer, approved by Council Members (by way of resolution at a meeting) and subsequently published.

- 4.2 The Statement of Accounts must be prepared in accordance with International Financial Reporting Standards (IFRS) and proper accounting requirements, as set out in the Code of Practice on Local Authority Accounting in the United Kingdom 2014/15, and the associated Guidance notes for Practitioners, both published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

5 Public inspection, audit and publication of the Statement of Accounts

- 5.1 The Statement of Accounts was audited by the Council's external auditors, BDO LLP, during July and August 2015. There were also rights of public inspection of the accounts and relevant supporting documents during the period 23 June to 20 July 2015. Subsequent to formal approval at this meeting, the Statement of Accounts will be published on the Council's website.

6 Scrutiny of the Statement of Accounts

- 6.1 The Statement of Accounts is an important document and is subject to a robust process of scrutiny prior to approval. It is recognised that the accounts and supporting notes are complex and therefore to assist Council Members in fulfilling the process of scrutiny, Officers have produced the following additional guidance:

- **Annexe A** - A summary of 2014/15 financial results for the Council's three main funds: the General Fund, the Housing Revenue Account and the Capital Programme, including details of unspent budgets carried forward to 2015/16 and comments on budget variances. The Annexe is split into 5 separate sections.
- **Annexe B** - Supporting information for the benefit of Members including explanation of changes to the format of the financial statements and an analysis of figures and disclosures presented in the accounts. It is recommended that this annexe is considered alongside the full Statement of Accounts to aid interpretation.
- **Summary Accounts 2014/15** - Presenting highlight information taken from the full Statement of Accounts.

- 6.2 The actual Statement of Accounts 2014/15 is the final annexe of this report.

- 6.3 A separate report to Audit Committee in June 2015 and Cabinet in July 2015 summarised the Council's Treasury Management activity for 2014/15.

7 Corporate Implications

a) Legal implications

As set out in sections 4 and 5 above. The Council's Financial Procedure Rules reserve approval of the Statement of Accounts to full Council.

b) Financial implications

Prompt closure of the accounts gives the major advantage of knowing last year's out-turn at an early stage in the new financial year, usually around late May to mid June. It is most important that the General Fund underspend achieved in 2014/15 is considered in relation to the Financial Planning Strategy and Medium

Term Financial Forecast. The same requirement applies to the Housing Revenue Account underspend, in relation to the long term HRA business plan.

c) Human resource and equality implications

No new implications.

d) Timescale for implementation and risk factors

The timescale for approval and publication of the Statement of Accounts is summarised as follows:

- June 2015 – Un-audited Statement of Accounts signed and certified by the Head of Resources.
- July to August 2015 – BDO LLP external audit of the Statement of Accounts performed.
- September 2015 – Audited Statement of Accounts re-certified by the Head of Resources.
- 29 September 2015 – Audited Statement of Accounts approved by Council.
- By 30 September 2015 – Audited Statement of Accounts published.

Report Author: Ian Stapleton, Financial Services Manager

Background Papers:

CIPFA: Code of Practice on Local Authority Accounting in the United Kingdom 2014/15, and associated Guidance Notes.

2014/15 Summary financial results

1 Overview

1.1 Annexe A provides a summary of the 2014/15 financial results for the Council's three main funds: the General Fund, the Housing Revenue Account and the Capital Programme.

1.2 The annexe has the following sections:

Section 1 A summary of the year end position for each main Fund.

Section 2 A summary of budgets approved by the Head of Resources for carry forward into the 2015/16 financial year or transfer into earmarked reserves.

Section 3 Variances on the General Fund in excess of **£10k**, including comments on the variances.

Section 4 Variances on the Housing Revenue Account in excess of **£10k**, including comments on the variances.

Section 5 Variances on the Capital Expenditure programme in excess of **£10k**, including comments on the variances.

2 General Fund (GF)

2.1 The General Fund Revenue Account is the account that is charged with all expenditure incurred on delivering the Council's services or meeting its day to day expenses, except those relating to the Housing Revenue Account (as described below), and credited with income generated through those services. The net of this expenditure and income is funded by grants and contributions from Central Government and from Council Tax collected from residents.

2.2 The year end position on the General Fund after unspent budgets approved to be carried forward was an underspend of **£5k**. The balance on the main General Fund reserve at 31 March 2015 was **£4.9m**. Any allocation of reserves above the recommended minimum level of **£2.4m** must be considered in the context of the Financial Planning Strategy and Medium Term Financial Forecast.

2.3 Annexe A Section 3 shows General Fund variances in excess of plus or minus **£10k** after approval of budgets transferred into earmarked reserves or carried forward into the 2015/16 financial year, including comments on the variances.

3 Housing Revenue Account (HRA)

3.1 The Housing Revenue Account records the income and expenditure relating to the Council's stock of dwellings and garages. Income received from tenants of these properties is receipted into the HRA. The Council is required to maintain the HRA as a separate account, distinct from the General Fund.

- 3.2 The final year end position on the HRA after unspent budgets approved to be carried forward was an underspend of **£284k**. The balance on the main HRA reserve at 31 March 2015 was **£1.8m**. Any allocation of reserves above the recommended minimum level of **£483k** must be considered in the context of the long term HRA business plan.
- 3.3 Annexe A Section 4 shows HRA variances in excess of plus or minus **£10k** after approval of budgets carried forward into the 2015/16 financial year, including comments on the variances.

4 Capital Programme

- 4.1 The Capital Programme records the acquisition or enhancement of non-current (long term) assets, which are assets with a usable life of greater than 1 year, such as property, land, vehicles and equipment. The programme covers non-current assets relating to both the General Fund and Housing Revenue Account.
- 4.2 The year end position on the Capital Programme after unspent budgets approved to be carried forward was an overspend of **£62k** on General Fund expenditure and an overspend of **£2k** on HRA expenditure.
- 4.3 Annexe A Section 5 shows variances in excess of plus or minus **£10k** after approval of budgets carried forward into the 2015/16 financial year, including comments on the variances.

2014/15 Summary financial results

1 Overview

1.1 Annexe A provides a summary of the 2014/15 financial results for the Council's three main funds: the General Fund, the Housing Revenue Account and the Capital Programme.

1.2 The annexe has the following sections:

Section 1 A summary of the year end position for each main Fund.

Section 2 A summary of budgets approved by the Head of Resources for carry forward into the 2015/16 financial year or transfer into earmarked reserves.

Section 3 Variances on the General Fund in excess of **£10k**, including comments on the variances.

Section 4 Variances on the Housing Revenue Account in excess of **£10k**, including comments on the variances.

Section 5 Variances on the Capital Expenditure programme in excess of **£10k**, including comments on the variances.

2 General Fund (GF)

2.1 The General Fund Revenue Account is the account that is charged with all expenditure incurred on delivering the Council's services or meeting its day to day expenses, except those relating to the Housing Revenue Account (as described below), and credited with income generated through those services. The net of this expenditure and income is funded by grants and contributions from Central Government and from Council Tax collected from residents.

2.2 The year end position on the General Fund after unspent budgets approved to be carried forward was an underspend of **£5k**. The balance on the main General Fund reserve at 31 March 2015 was **£4.9m**. Any allocation of reserves above the recommended minimum level of **£2.4m** must be considered in the context of the Financial Planning Strategy and Medium Term Financial Forecast.

2.3 Annexe A Section 3 shows General Fund variances in excess of plus or minus **£10k** after approval of budgets transferred into earmarked reserves or carried forward into the 2015/16 financial year, including comments on the variances.

3 Housing Revenue Account (HRA)

3.1 The Housing Revenue Account records the income and expenditure relating to the Council's stock of dwellings and garages. Income received from tenants of these properties is receipted into the HRA. The Council is required to maintain the HRA as a separate account, distinct from the General Fund.

- 3.2 The final year end position on the HRA after unspent budgets approved to be carried forward was an underspend of **£284k**. The balance on the main HRA reserve at 31 March 2015 was **£1.8m**. Any allocation of reserves above the recommended minimum level of **£483k** must be considered in the context of the long term HRA business plan.
- 3.3 Annexe A Section 4 shows HRA variances in excess of plus or minus **£10k** after approval of budgets carried forward into the 2015/16 financial year, including comments on the variances.

4 Capital Programme

- 4.1 The Capital Programme records the acquisition or enhancement of non-current (long term) assets, which are assets with a usable life of greater than 1 year, such as property, land, vehicles and equipment. The programme covers non-current assets relating to both the General Fund and Housing Revenue Account.
- 4.2 The year end position on the Capital Programme after unspent budgets approved to be carried forward was an overspend of **£62k** on General Fund expenditure and an overspend of **£2k** on HRA expenditure.
- 4.3 Annexe A Section 5 shows variances in excess of plus or minus **£10k** after approval of budgets carried forward into the 2015/16 financial year, including comments on the variances.

Supporting information for the benefit of Members

Introduction and overview

The Statement of Accounts has been prepared in accordance with proper accounting practices. These practices primarily comprise The Code of Practice on Local Authority Accounting in the United Kingdom 2014/15, based on International Financial Reporting Standards (IFRS) (“the Code”), and the associated Guidance Notes for Practitioners, as well as the Service Expenditure Reporting Code of Practice (SeRCOP) 2014/15, as published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

These accounting practices are not optional and are intended to ensure that similar transactions are treated in the same manner within the accounts of all organisations.

The Statement of Accounts is a lengthy and extremely detailed document, therefore the purpose of this document and that of the Summary Accounts is to:

- Provide answers to potential items of interest arising from the accounts;
- Present information in a less technical way to aid understanding; and
- Explain the purpose of each of the key financial statements.

It is intended that this document be referred to alongside the full Statement of Accounts, which includes supporting notes required by the code as well as the Summary of Significant Accounting Policies, on pages 28 to 41 of the Statement of Accounts. These policies set out the accounting treatments which have been adopted by the Council in producing the Statement of Accounts. The Explanatory Foreword that opens the main Statement of Accounts document also provides further supporting information to assist users of the accounts.

Changes of significance shown within the Statement of Accounts

For the 14/15 accounts there are no major changes in accounting standards or presentation of the accounts compared to the previous year.

Key Financial Statements

There are 4 core financial statements and 3 supplementary financial statements included within the full Statement of Accounts.

Core Financial statements:

- Movement in Reserves Statement (MIRS) – pages 18 and 19;
- Comprehensive Income and Expenditure Statement (CI&ES) – pages 20 and 21;
- Balance Sheet – pages 22 and 23, and the
- Cash Flow Statement – pages 24 and 25.

Supplementary financial statements:

- Housing Revenue Account (HRA) Income and Expenditure Statement – page 89;
- Movement on the Housing Revenue Account (HRA) Statement – page 90, and
- Collection Fund Income and Expenditure Account – pages 94 and 95.

The statements are supported by a series of notes as prescribed by the Code and these notes are indexed on the face of each core and supplementary financial statement as appropriate.

Supporting information for the benefit of Members

Movement in Reserves Statement (MIRS) – Pages 18 and 19

The Movement in Reserves Statement summarises the changes in the financial year across each of the reserves and balances held by the Council. These arise both from incurring expenses and generating income through the Council's services, as well as from changes in the fair values of assets held by the Council, and changes in the pension fund liability.

The MIRS is split between Usable and Unusable Reserves. The difference between these 2 categories is described on page 21 of this annexe.

Comprehensive Income and Expenditure Statement (CI&ES) - Pages 20 and 21

This statement reports the net cost for the year of the revenue functions for which the Council is responsible, and shows how that cost has been financed from general government grants, income from local taxpayers and re-distributed non-domestic rates.

For all of the Council's revenue services, on both the General Fund and the Housing Revenue Account, the surplus or deficit for the financial year represents the degree to which income is greater or less than expenditure. The total surplus or deficit amount includes accounting entries such as:

- those representing the use of Non Current Assets in the provision of services;
- revaluation and impairment losses and adjustments, and
- the projected value of retirement benefits earned by employees in the year.

These entries are required in order to comply with the Code, and to represent the financial results for the year on an accounting basis. However, as these items do not form part of the charge made to local taxpayers and rent payers, they are removed for the purposes of calculating the Council Tax. These reversals, along with other statutory entries are reported through the "Adjustments between accounting basis and funding basis under regulations" line on the Movement in Reserves Statement. They are also analysed in full in note 1 to the Core Financial Statements, on pages 42 to 45 of the Statement of Accounts.

The narrative on the following pages of this annexe provides an analysis of the movements between 2013/14 and 2014/15 on the amounts reported on the CI&ES. A summary of variances against revised budgets for 2014/15 with explanations can be found in Annexe A.

Members are advised that the changes mentioned below relating to capital accounting entries, internal recharges and pension costs generally have no impact on the charge made to Council Taxpayers for the General Fund and to Housing Rents for the Housing Revenue Account.

Supporting information for the benefit of Members

Central Services to the Public:	£000s
A net decrease of £280k is reported against this heading, as follows:	
• Changes in internal recharges	(262)
• Changes in election expenses	35
• Changes in provision re Land charges cost (large amount charged 2013/14)	(70)
• Net total of all other changes	17
Total change from 2013/14 to 2014/15	(280)

Cultural Services:	£000s
A net decrease of £259k is reported against this heading, as follows:	
• Changes in staffing costs, including agency, pensions and severance	163
• Changes in premises and land costs, including utilities and repairs/maintenance	103
• Changes in internal recharges	(149)
• Changes in capital related costs	(11)
• Changes in income from fees and charges, rental income, etc	(367)
• Net total of all other changes	2
Total change from 2013/14 to 2014/15	(259)

Environmental and Regulatory Services:	£000s
A net decrease of £113k is reported against this heading, as follows:	
• Changes in staffing costs, including agency, pensions and severance	46
• Changes in internal recharges	(58)
• Changes in capital related costs	(29)
• Changes in refuse and recycling income and expenditure (excluding staffing costs)	(43)
• VAT reimbursement	(35)
• Net total of all other changes	6
Total change from 2013/14 to 2014/15	(113)

Supporting information for the benefit of Members

Highways, Roads and Transport Services:	£000s
A net increase of £4k is reported against this heading, as follows:	
• Changes in premises and land costs, including utilities and repairs/maintenance	98
• Changes in internal recharges	104
• Changes in income from fees and charges, rental income, etc	(173)
• Changes in grounds maintenance and street cleansing contract costs	(34)
• Net total of all other changes	9
Total change from 2013/14 to 2014/15	4

Planning Services:	£000s
A net decrease of £151k is reported against this heading, as follows:	
• Changes in internal recharges	(66)
• Changes in capital related costs	36
• Changes in income from fees and charges, rental income, etc	(74)
• Changes in planning contracts and similar items	(45)
• Net total of all other changes	(2)
Total change from 2013/14 to 2014/15	(151)

Other housing services (General Fund housing services):	£000s
A net decrease of £212k is reported against this heading, as follows:	
• Changes in internal recharges	(29)
• Changes in capital related costs	(106)
• Changes in grants & contributions received and associated expenditure	(45)
• Changes in net homelessness costs	112
• Changes in net housing benefits expenditure and subsidy	(149)
• Net total of all other changes	5
Total change from 2013/14 to 2014/15	(212)

Supporting information for the benefit of Members

Corporate and Democratic Core:	£000s
A net decrease of £65k is reported against this heading, as follows:	
• Changes in internal recharges	(81)
• Net total of all other changes	16
Total change from 2013/14 to 2014/15	(65)

Non Distributed Costs:	£000s
A net decrease of £45k is reported against this heading, as follows:	
• Changes in internal recharges	(41)
• Net total of all other changes	(4)
Total change from 2013/14 to 2014/15	(45)

Local Authority Housing: Housing Revenue Account (HRA):	£000s
A net increase of £1,879k is reported against this heading, as follows:	
• Changes in premises costs, including utilities and repairs/maintenance	344
• Changes in capital related costs (primarily relating to movements in housing stock valuations)	1,957
• Changes in income from fees and charges, rental income, insurance repayments, etc	(442)
• Net total of all other changes	20
Total change from 2013/14 to 2014/15	1,879

See pages 22 and 23 of this annexe for further commentary on the HRA.

Supporting information for the benefit of Members

Other operating expenditure:

(Gain) / loss on disposal / derecognition of non-current (long term) assets:

Two types of transaction are reported in this line:

- The first is the gain or loss on disposal of non-current assets, for example properties sold to residents through the Right to Buy scheme. These transactions take into account the carrying value of the asset sold compared with the sale proceeds.
- The second type of transaction relates to a specific requirement under IFRS. When carrying out works to enhance non-current assets, the Council must remove (derecognise) from the asset an estimated amount equal to the previous value recorded for that part of the asset that has had enhancement works performed.

These adjustments are recorded in 2014/15 in relation to works which took place during the year on the Council's housing stock.

The above transactions are reversed through the Movement in Reserves Statement (MIRS) and therefore have no impact on Council Taxpayers or Housing rents.

The line also includes income and costs in relation to sales of assets below £10,000. These are treated as revenue items, and are not reversed through the MIRS.

Payment of Housing Pooled Capital Receipts to the Government Pool:

The Council is required to pay part of the capital receipts received from the sale of council houses to the Government. The transaction is reversed through the MIRS and therefore has no impact on Council Taxpayers, or Housing rents.

Supporting information for the benefit of Members

Financing and Investment income and expenditure:

Interest payable on debts and finance leases, and similar charges:

This is primarily interest paid by the Council in respect of debt held with the Public Works Loans Board (PWLB), but also includes the interest element of re-payments made for leases on three refuse and recycling freighters.

Interest and investment income receivable, and similar income:

The average interest rate for 2014/15 was 0.42%. The average funds invested during the year were £17.1m. A separate item to Audit Committee in June and Cabinet in July reported on Treasury Management activity for the financial year.

Investment Properties - income, expenditure, changes in the fair value of assets, and (gains)/losses on disposal or derecognition:

Investment properties are those assets of the Council which are rented out under leasing and similar arrangements, or are being held for capital appreciation purposes, as opposed to those used by the Council in the provision of services. The expenditure relates to structural repairs undertaken by the Council as part of the relevant rental agreements.

Investment properties are revalued on an annual basis, and the changes in value are also reported in this line, as well as disposal and derecognition adjustments similar to those included in the Other Operating Expenditure category above for non-current assets. These amounts are reversed through the Movement in Reserves Statement.

Pensions – net interest on the defined benefit liability:

This line reflects the interest costs of financing the pension deficit for the Council, partly offset by the expected return on pension investment activities throughout the year (based on information provided by Essex County Council and the pension fund actuaries). These transactions are reversed through the Movement in Reserves Statement and therefore have no impact on Council Taxpayers and Housing rents.

Taxation and non-specific grant income and expenditure:

The Council's income from Council Tax, National Non-domestic Rates (NNDR), and general Central Government grants are reported in this section.

Central Government grants which are specific to an individual service are reported within the relevant service line.

This section also includes Capital grants, which are required by the Code to be recognised in this section. However these grants are reversed through the Movement in Reserves Statement and therefore have no impact on Council Taxpayers and Housing rents.

Other comprehensive income and expenditure:

The two items reported in this section represent other gains and losses that impact on the net worth of the Council as shown in the Balance Sheet. However although both are required to be reported on the Comprehensive Income and Expenditure Statement neither is actually recognised in the General Fund or Housing Revenue Account, so as a result neither directly affects the level of Council Tax or Housing rents.

Supporting information for the benefit of Members

Balance Sheet - Pages 22 and 23

The Balance Sheet summarises the assets and liabilities held by the Council as at the end of the financial year, i.e. at 31 March 2015. It shows the value of the assets in the Council's ownership, the money owed to and by the Council and the level of reserves held by the Council at that date.

Non-current (long term) assets:

Revaluations of non-current assets (excluding council houses and investment properties) are carried out on a rolling five-year programme. Investment properties and council houses have been re-valued as at 1 April 2014. Changes in the values of the Council's non-current assets are reflected in this section of the Balance Sheet as well as in the Total Reserves section of the statement. They represent unrealised gains, so form part of Unusable Reserves, until such time as any assets are disposed of. Revaluations do not impact on the charge made to Council Taxpayers or Housing rents.

Current assets:

Short term investments:

Within the day-to-day cash management no distinction is made between revenue cash and capital cash. Investments held by the Council at the end of the financial year increased by £2.692m, including accrued interest.

Short term debtors:

The amounts included in short term debtors are analysed into categories in note 13 on page 71 of the Statement of Accounts.

The Council follows prudent procedures for the recovery of debt and does not write any debt off until it has exhausted all options for recovery. The Council maintains a provision for bad debts in line with best recommended practice.

Current and Non - Current Liabilities:

Short term creditors:

The amounts included in short term creditors are analysed into categories in note 15 on page 72 of the Statement of Accounts.

Revenue and Capital Grants Receipts in Advance:

This line represents grants received or receivable by the Council that have outstanding conditions which could require the grants to be repaid back to the grant providers if those conditions were not complied with. When the grant conditions are satisfied the grants are transferred into either the relevant service line or Taxation and Non-Specific Grant Income.

An analysis of the individual grants included in this line as at both 31 March 2014 and 31 March 2015 is reported in Note 16 to the Core Financial Statements, on page 72 of the Statement of Accounts.

Supporting information for the benefit of Members

Current and Non - Current Liabilities (continued):**Provisions:**

Current provisions include insurance repayments, National Non-Domestic Rates appeals and Land Charges income repayments. Further information can be found in Note 20 on pages 85 and 86 of the Statement of Accounts.

Short Term and Long Term Borrowing and Finance Lease Liabilities:

Borrowing is divided between long and short-term debt on the Balance Sheet and represents amounts borrowed from the Public Works Loan Board (PWLb), and accrued interest payments.

The two lines also include the outstanding liability on three five-year leases on recycling freighters.

Liability related to defined benefit pension scheme:

This line shows the underlying commitment that the Council has in the long run to pay future retirement benefits. It is offset by the Pensions Reserve line within the Total Reserves section of the Balance Sheet. There is no impact on Council Taxpayers or Housing Rents.

Total Reserves:

Reserves are reported in two categories:

- **Usable Reserves** are those reserves that the Council may use to provide services and meet future expenditure, both revenue and capital in nature. These are subject to the need to maintain a prudent level of reserves and also any statutory limitation on the use of specific reserves (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt).
General Fund and HRA reserves represent those sums set aside to cushion the Council against future possible events based on the strategic, operational and financial risks facing the Council.
The total Usable Reserves as at 31 March 2015 is £14.998m.
- **Unusable Reserves** are those reserves that the Council is not able to use to provide services. This category includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets were sold, and reserves that hold timing differences shown in the Movement in Reserves Statement line "Adjustments between accounting basis and funding basis under regulations." These represent the differences between the outcome of applying proper accounting practices, and the requirements of statutory arrangements for funding expenditure from Council Tax and Housing Rent receipts.
The total Unusable Reserves as at 31 March 2015 is £53.177m.

Supporting information for the benefit of Members

Cash Flow Statement - Pages 24 and 25

The Cash Flow Statement shows the changes in cash and cash equivalents of the Council during the reporting period. The statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

Cash and cash equivalents, as shown on the Cash Flow statement and also within Current Assets on the Balance Sheet, are those sums held for the purposes of meeting short term cash commitments, as opposed to those sums held for investment and other purposes. There are no strict criteria set in the Code for local authorities to follow relating to the nature and maturity of items treated as cash equivalents. Therefore it is down to local authorities to determine a suitable policy themselves. The Council's policy for determining the composition of cash and cash equivalents is as follows:

- Cash and cash equivalents shall include the Council's net balance or overdraft on its current and call accounts with Lloyds Bank. These play an integral part in the Council's cash management procedures; and
- Cash and cash equivalents shall also include any amounts held in petty cash floats.

The total movement in cash and cash equivalents during 2014/15 was a decrease of £780k.

Housing Revenue Account (HRA) Income and Expenditure Statement – Page 89 & Movement on the Housing Revenue Account (HRA) Statement – Page 90

The HRA Income and Expenditure Statement details the income and expenditure on HRA services, expenditure in accordance with accounting practices. These items are generally also included in the whole Council Comprehensive Income and Expenditure Statement, as described above. The Movement on the HRA Statement reports the adjustments necessary to arrive at the final balance on the HRA for the year.

Income:

Gross dwelling rents and non dwelling rents:

The year on year increase in income from dwelling rents is primarily due an increase in average weekly rents of £3.66 to £88.95, which is partly offset by 2014/15 being a 52 week rent year compared to 53 weeks in 13/14.

Charges for services and facilities:

Direct income from charges for services and facilities in 2014/15 reduced from 2013/14. This is due to: reductions in the income on Leasehold properties due to lower expenditure; some charges not being inflated thus the reduction to a 52 week rent year not being offset; and the actual level of Supporting People Grant received being lower than the amount due to tenants. Also included in this line however is an accrual in 2014/15 for insurance claim refund for flood related repairs to properties and therefore the overall total income has increased from 2013/14.

Supporting information for the benefit of Members

Expenditure:

Repairs and maintenance:

Repair and maintenance expenditure was £358k higher than the previous year, there was additional expenditure in 2014/15 as a result of repairs works from flooding that is subject to the insurance claim detailed above, also an increase in void costs as a result of the purchase of a new development leading to existing tenants being transferred to some of these properties.

Supervision and management:

The cost of Supervision and management for the year remained consistent with costs from the previous year.

Rents, rates, taxes and other charges:

There was only a minor increase in costs of £9k compared to the previous year, as a result of general rises in utility prices offset by a more mild winter.

Interest Payable:

This represents the annual interest cost of the debt taken out in March 2012 as part of the self financing reform of HRA.

Depreciation, revaluation and impairment of non-current (long term) assets:

This category represents the capital cost of providing housing assets for the year, and consists of annual depreciation charges as well as any revaluation or impairment increases or decreases which have been applied to the HRA rather than to the revaluation reserve. The valuer advised a 7.9% increase in the value of the Housing Stock during 2014/15 and this increase is reflected within this line.

Changes in valuation are currently reversed through the Movement in Reserves Statement, and do not therefore impact on HRA reserves or Housing rents.

Within the full Statement of Accounts further information can be found in Note 4 to the HRA, on pages 92 and 93.

Change in provision for bad debts:

The value of this provision is recalculated annually on tenant's arrears in accordance with CIPFA guidelines and for 2014/15 has increased by £6k with the provision for former tenant arrears rising substantially and that for current accounts falling.

Housing Revenue Account surplus carried forward:

The minimum level of reserves recommended by the Head of Resources at 31 March 2015 was £483k. At that date HRA reserves exceeded this level, at £1.848m, with an overall decrease of £546k during the year. This in-year decrease was partly due to the purchase of new properties at Drapers Court, as an element of that cost was funded from HRA revenue.

A summary of HRA variances to revised budget for the year with explanations may be found in Annexe A section 4.

Supporting information for the benefit of Members

Collection Fund Income and Expenditure Account – Pages 94 and 95

The Collection Fund is an agent's statement that reflects the statutory obligation for the Council, as a billing authority, to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers and distribution to local authorities and Central Government of Council Tax and National Non-domestic Rates (NNDR).

At the end of 2014/15 the Collection Fund reported a surplus on Council Tax of £1.522m and a deficit on National Non-Domestic Rates of £2.567m. These amounts will be shared between the Council, Central Government and the other major precepting authorities (Essex County Council, Essex Fire Authority and the Police and Crime Commissioner for Essex) in subsequent years. Any balance on the fund is restricted to being used to lower or increase the amount required from local Taxpayers in future years.



CASTLE POINT BOROUGH COUNCIL

Summary Financial Statements

**Financial Year 2014/2015
Covering the period from
1st April 2014 to 31st March 2015**

www.castlepoint.gov.uk



Head of Service Statement

The Council's full Statement of Accounts is prepared in line with proper accounting guidelines that the Council must follow. The figures in this Summary are based on the figures set out in the full Statement of Accounts, but some changes have been made to provide more focused and simpler information. All amounts have been rounded to the nearest thousand pounds ("£000s" or "k").

A section that provides a definition of technical terms and phrases is included on page 8.

The Audit Commission's independently appointed external auditor, BDO LLP, undertook an audit of the accounts during July and August 2015.

Chris Mills, CPFA, Head of Resources

Summary Financial Review

The following is a summary of some of the key points from the accounts:

General Fund financial performance

Following contributions to and from earmarked reserves and amounts carried forward to the next financial year, the General Fund had an overall surplus for the year of **£1,048k**, compared to a revised budget planned surplus of **£1043k**, which is a difference of **£5k**.

Please see page 5 for further details on the General Fund.

Housing Revenue Account financial performance

Following contributions to earmarked reserves, the Housing Revenue Account had an overall deficit for the year of **£546k** compared to a revised budget planned draw from reserves of **£829k**, which is a difference of **£283k**.

Please see page 6 for further details on the Housing Revenue Account.

Capital Expenditure financial performance

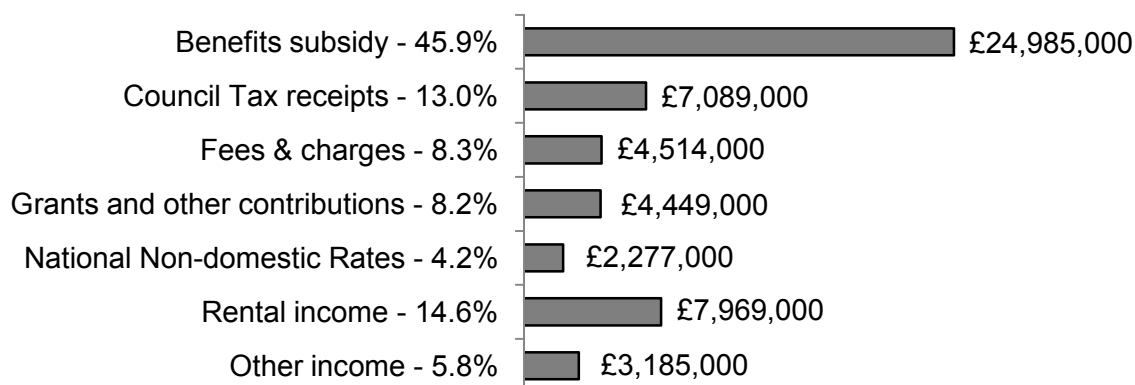
The Council has a capital programme, which is shared between both General Fund and Housing Revenue Account activities. Overall, capital expenditure for the year was **£4.552m**.

Please see page 7 for further details on capital expenditure.

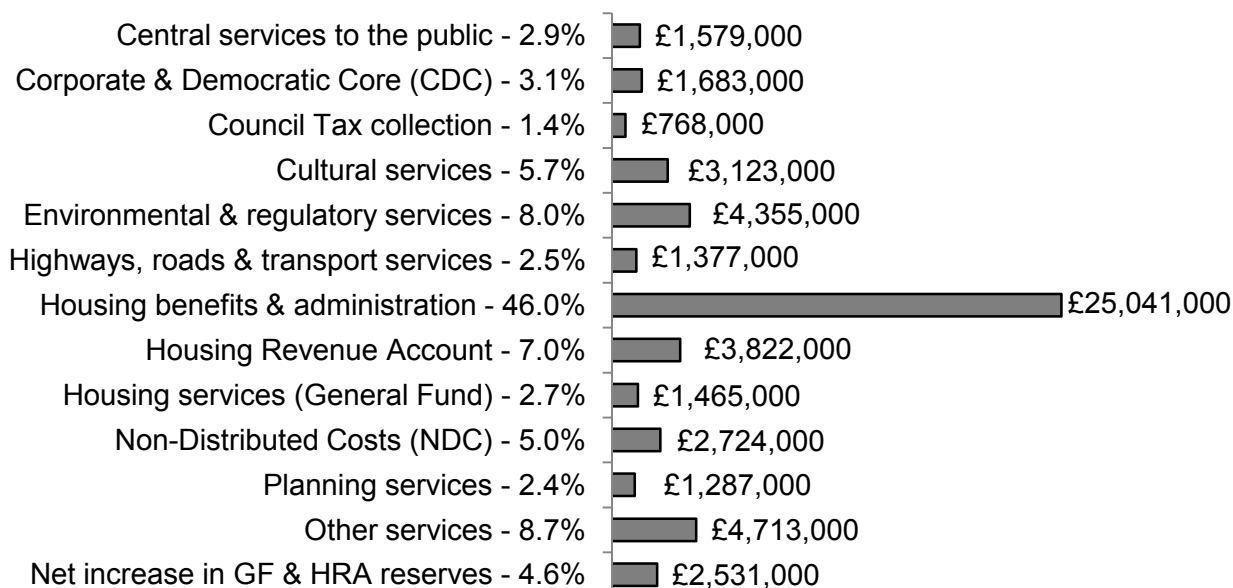
Cost of Council Services

The charts below show in broad terms what the Council's money was spent on (the services provided) and how that spending was funded. These figures cover both the General Fund (GF) and the Housing Revenue Account (HRA). They represent a simplified version of the Council's revenue income and expenses, without some of the statutory adjustments such as capital charges that are required to be used in the full Statement of Accounts.

Where the money came from (total £54,468,000):



What the money was spent on (total £54,468,000):



Definitions of Council Services

Central services to the public includes the cost of elections, emergency planning, land charges and grants and donations to voluntary and similar organisations.

Corporate and Democratic Core (CDC) includes all Members' activities and those corporate activities and costs which enable the infrastructure that allows services to be provided.



Council Tax collection includes the cost of collecting and administering Council Tax and National Non-domestic Rates.

Cultural services includes leisure centres, community centres, allotments, parks and open spaces, sport and the arts.

Environmental and regulatory services includes food safety, animal & public health, pollution control, licensing, refuse collection and recycling, public conveniences, street cleaning and cemeteries.

Highways, roads and transport services includes car parks and public transport schemes.

Housing benefits and administration includes the cost of all Housing Benefit payments made to claimants, and the cost of administering the Housing Benefit function.

Housing Revenue Account includes the management and maintenance of the Council's own housing stock.

Housing services includes the cost of statutory homelessness and housing options functions, as well as other strategic housing functions.

Non-Distributed Costs (NDC) are overheads which are not allocated to a specific service, and include pension costs for past employees and properties not used as part of the Council's normal activities.

Planning services includes building control, development control, planning policy and economic development.

Other services includes payments of interest, the precept payment to Canvey Island Town Council, and contributions towards capital expenditure and capital funding.

Council Tax and Business Rates

Castle Point Borough Council raised Council Tax bills to the value of approximately **£45.6 million** in 2014/15. Around **£6.7 million** (14.7%) of this was kept by the Council to carry out its own services, and the remainder was paid over to Canvey Island Town Council, Essex County Council, Police and Crime Commissioner for Essex and Essex Fire Authority.

Overall the Council collected 98.23% of Council Tax owed in 2014/15, compared to 97.98% in 2013/14. It also collected 98.41% of Business Rates owed for 2014/15, compared to 98.55% in 2013/14.

Collection statistics for 2014/15:

Population of Castle Point Borough (estimated)	88,000
Band D equivalent properties	28,734
Number of Direct Debits	27,441
Value of Direct Debits (full year)	£37.0 million
% of Direct Debits over total collection (full year)	80.64%

Balance Sheet

The Balance Sheet summarises the assets and liabilities held by the Council as at 31st March 2015. It shows information such as the value of the assets in the Council's ownership, the money owed to, and by, the Council and the levels of reserves held by the Council.

	£000s
Council owned buildings, land, houses and other assets	133,692
Stocks	109
Cash in bank and investments	16,297
Money owed to the Council	3,945
Money owed by the Council	(7,666)
Long term borrowing	(41,728)
Liability related to defined benefit pension scheme	(36,474)
Total assets less liabilities	68,175

Funded by:

General Fund reserve	4,888
Housing Revenue Account reserve	1,848
Earmarked reserves	7,623
Usable capital reserves	639
Pensions reserve (in deficit)	(36,474)
Unusable reserves	89,651
Total Reserves & balances	68,175

Reserves & balances

General Fund and Housing Revenue Account reserves represent those sums set aside to cushion the Council against future possible events based on the strategic, operational and financial risks facing the Council. Earmarked reserves are those amounts being held to be spent on specific projects and priorities. Any reserves in excess of the minimum recommended by the Head of Resources can be allocated to other priority based projects, subject to the requirements of the Council's financial strategy and medium term financial forecast. See pages 5 & 6 for further analysis of the General Fund, Housing Revenue Account and earmarked reserves.

Usable capital reserves – These accounts represent resources which may be used at the Council's discretion, for capital purposes only. They primarily consist of receipts of income from the sale of assets such as land or buildings, and capital grants which have not yet been spent.

Unusable reserves – These reserves do not represent a resource available to the Council. They primarily consist of those accounts which provide balancing or matching entries in respect of the non-current asset accounts which are required by legislation. The Council's share of any surplus on the Collection Fund is also included in this category.

General Fund

The General Fund is the main fund of the Council and covers the majority of the Council's activities. These are primarily financed through Council Tax, National Non-domestic Rates and Government Grants. The main transactions during the year were:

	£000s
Gross expenditure on services	42,735
Income received by services	(33,598)
Net expenditure on services	9,137
Precept payment to Canvey Island Town Council	253
Net total of interest paid and interest received	160
Other costs and income, and other statutory adjustments and entries	1,170
Total net expenditure	10,720
Funded by:	
Income from Council Tax and the Collection Fund	(6,863)
Income from Council Tax on behalf of Canvey Island Town Council	(226)
	(7,089)
Grants received from Central Government	(3,653)
National Non-domestic Rates income and expenditure	(2,277)
Total funding	(13,019)
Net income and expenditure	2,299
Net transfer to earmarked reserves (see page 6)	(1,251)
Net movement in the year	1,048
General Fund reserve brought forward at the start of the year	3,840
General Fund reserve carried forward at the end of the year	4,888

Housing Revenue Account

The Housing Revenue Account (HRA) is a ring-fenced account that relates to the management and maintenance of the Council's own housing stock. The Account shows the major elements of housing revenue expenditure and how these are financed. The main transactions during the year were:

	£000s
Income:	
Council house rents	(6,917)
Other income	(838)
	(7,755)
Expenditure:	
Repairs and maintenance of council houses	1,331
Supervision and management	2,046
Other costs, and other statutory adjustments and entries	4,146
	7,523
Net income and expenditure	232
Transfers to earmarked reserves (see below)	(778)
Net movement in the year	(546)
HRA reserve brought forward at the start of the year	2,394
HRA reserve carried forward at the end of the year	1,848

Earmarked reserves

The Council maintains a number of earmarked reserves, where amounts are held for use on specific projects. The balances as at 31st March 2015 on these reserves were as follows:

	£000s
Revenue grants unspent	459
Future asset maintenance reserves	1,044
Priority initiatives fund	309
VAT reserve	425
Insurance repayments reserve	342
National non-domestic rates reserve	1,071
Council Tax reserve	314
ICT projects reserve	683
Improvement fund	897
Commitments from previous year	347
Other miscellaneous reserves	176
Less transfer to General Fund	(778)
Housing Revenue Account loan repayment reserve	2,334
Total earmarked reserves	7,623

Capital Expenditure

Capital Expenditure generally represents money spent by the Council on purchasing, upgrading and improving assets that it owns, such as buildings. The Council receives benefit from capital expenditure over a long period of time. The following table outlines the capital expenditure made during the financial year 2014/15:

	£000s
Central Services	
Computer hardware and systems	75
Cultural Services	
Waterside Farm modernisation works	13
Environmental Services	
Vehicle replacement programme	21
Housing Services	
Disabled facilities grants and other grants	365
Housing Revenue Account	
Purchase of new properties	2,384
Major refurbishments at sheltered accommodation	632
Kitchen improvements	88
Roofs	300
Central Heating	162
Disabled adaptations	99
Bathroom improvements	102
Electrical rewiring	211
Common areas	96
Other Housing works	4
Total capital expenditure	4,552

Definition of Technical Terms and Phrases

Assets	As shown on the Balance Sheet, this means the value of items owned by the Council including vehicles, buildings and land as at 31st March 2015. Also includes sums of money owed to the Council at that date.
Band D Equivalent	Intended to represent the average property/dwelling within the Borough.
Capital Expenditure	This is expenditure that results in obtaining or improving assets, such as land, buildings, plant and vehicles.
Council Tax	The tax levied on domestic dwellings.
Earmarked Reserves	Reserves held separate from the main General Fund and Housing Revenue Account reserves, and intended for use in future years on specific projects and priorities.
General Fund	The General Fund is the main fund of the Council and includes the majority of the Council's activities. These are primarily financed through Council Tax, contribution from National Non-domestic Rates and Government Grants.
Government Grants	Sums paid by Central Government towards either specific services or in support of services generally.
Housing Revenue Account	A separately ring-fenced account that relates to the management and maintenance of the Council's own housing stock.
Liability	As shown on the Balance Sheet, an amount owed by the Council as at 31st March 2015.
National Non-domestic Rates	A charge on businesses, based on a national rate set by the government. (Often referred to as Business Rates)
Ring-fenced account	An account which can only be used for a specific purpose.

Further Information

The Statement of Accounts is due to be approved at a meeting of Special Council on 29th September 2015. The reports which accompany the accounts to this meeting include detailed explanatory narrative of figures shown in the accounts. A copy of these reports may be viewed after the above date on our web-site or obtained at the Council Offices.

The full Statement of Accounts will be available for download at the end of September 2015 from the Council's website at www.castlepoint.gov.uk. If you require a copy of this document in another format, or have any views and comments on it, please email Finance@castlepoint.gov.uk or alternatively write to:

Ian Stapleton, Financial Services Manager, Castle Point Borough Council,
Council Offices, Kiln Road, Thundersley, Benfleet, Essex SS7 1TF.

ORDINARY COUNCIL

29th September 2015

Subject: Members' Allowances

1. Purpose of Report

This report is presented to Council at the Leader's request in order that Council can consider whether full payment of their Members Allowances should be reinstated and whether Councillors wish the current scheme of allowances to be reviewed.

2. Links to Council's Priorities and Objectives

The report is linked to the Council priority Efficient and Effective Customer Focused Services.

3. Recommendation

- 1. Members' views are requested as to whether to reinstate full payment of their allowances as set out in the current scheme of allowances.**
- 2. Members' views are requested on whether a review should be undertaken of the Members Allowances scheme.**
- 3. If Members wish to review their Scheme of Allowances, Members are asked to approve the convening of an Independent Remuneration Panel and to request the Panel to conduct a review and make recommendations on the Scheme of Allowances for consideration by Council.**

4. Background

- 4.1 The current scheme of Members allowances was approved by Council following a review in July 2008. The review conducted by the Council's Independent Remuneration Panel was put in place on the introduction of new political management arrangements - Leader and Cabinet form of Executive.**
- 4.2 At the Special Council meeting held on 22.2.2011 to set the Council's budget and Council Tax, recognising the difficulty situation facing local government and the need for financial restraint, among other matters Council approved a**

10% reduction on all Members Allowances (except for the Mayoral allowances and travel allowances). This reduction has continued to be applied to date and savings of around £112,500 have been achieved over the period from April 2011 to September 2015.

5. Proposals

- 5.1 The Leader of the Council has requested that full payment of the Members Allowances be reinstated. The Leader has consulted informally with the Leader's of the Canvey Island independent Group and the UKIP Group on the Council who did not raise an objection.
- 5.2 The Leader of the Council has also suggested that the Scheme of Members Allowances should be reviewed mindful that under the current scheme the Basic Allowance received by all Members is the lowest in Essex.
- 5.3 The table below shows details of the basic allowance received by all District /Borough Councils in Essex together with details of allowances received by the Leader of the Council and Cabinet Members.

Council	Basic Allowance	Leader	Cabinet	Other comments
Basildon	£5877	£17,631(BA x 330%)	£10,284(BA x175%)	
Braintree	£4,594.50	£13,783.50 (BA x 3)	£9,270 (BA x 2)	
Brentwood	£6,010.31	£13,217.11	£3,545.81 Ch of Finance	Committee System
Castle Point	£3550 (scheme) £3,195 (10% reduction)	£14,200 £12,780(10% reduction)	£7,100 £6,390(10% reduction)	
Chelmsford	£5,598	£14,490	£10,977	
Colchester	£6,411.72	£19,235.18	£11,541.11	
Epping Forest	£4,300	£10,750	£6,450	
Harlow	£4,270	£6,840	£2,850	

Maldon	£4,590.45	£11,476.13(BA x 250%)	£4,590.45 Chairman	Committee system
Rochford	£4,250	£21,250(BA x 500%)	£12,750 (BA x 200%)	
Tendring	£4,962	£17,862	£10,494	
Uttlesford	£5,000	£10,750 (BAx 215%)	£6,000(BA x 120%)	

- 5.4 If Members wish to review the Scheme of Allowances it will be necessary to convene an Independent Remuneration Panel to make recommendations and report to a future meeting of the Council.

6. Corporate Implications

(a) Financial Implications

Reinstatement of the previous 10% reduction would result in an additional cost for basic and special allowances of approximately £12,500 for October 2015 to March 2016, and then £25,000 per financial year from 2016/17 onwards. The resulting total basic and special allowances paid for a full year would then be around £250,000 for a full complement of Councillors. Employer's National Insurance contributions are also payable for some Councillors, at a total annual cost of around £6,000.

The Independent Remuneration Panel (IRP) is required to consist of three members, and they are each entitled to an allowance for performing the review, at a total cost for all three of around £1,000.

The allowances figures quoted above are prior to any increase that may arise out of the IRP review. The budget approved in February 2015 already allows for a restoration of the previous 10% reduction; however any further increase in allowance would represent additional unbudgeted expenditure.

(b) Legal Implications

Any changes to the Scheme of Allowances can only be made having regard to recommendations from the Independent Remuneration Panel.

(c) Human Resources and Equality Implications

Administrative support will be provided by Civic Governance Officers.

(d) IT and Asset Management Implications

There are none.

7. Timescale for implementation and Risk Factors

It is proposed to complete the review so that any recommendations can be incorporated into the budget for 2016/17.

8. Background Papers

Scheme of Members Allowances

Minute 49 Special Council 22.2.2011.

Report Author: Ann Horgan Head of Civic Governance