

ANNUAL PLAN 2009/2010

Agenda item 5a

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Background Papers: Corporate Strategy 2008-2012
Financial Implications: None
Equalities Implications: None
Legal Implications: None
Options: To agree or not agree the content in the Annual Plan
Risks: None

EXECUTIVE SUMMARY

The Annual Plan links to the Council's four-year priorities which are set out in the Corporate Strategy for 2008 to 2012 which was agreed on the 18th February 2008.

The priorities reflect the vision for the District Council which is:

We will ensure that people enjoy growing up, living and working in the Braintree District because it is a place where:

- * *the environment is clean and green*
- * *business is encouraged and the local economy prospers*
- * *everyone can enjoy a healthy lifestyle*
- * *housing and transport meet local needs*
- * *people take pride in their local areas*
- * *we deliver excellent, cost effective and valued services*

Each priority has a number of different objectives which we aim to achieve by 2012.

The Annual Plan sets out (in relation to each of the priorities):

- The visible 'front line' projects that will be carried out across the District in 2009/2010
- What was achieved last year
- What is done on a day to day basis that contributes to the achievement of the priorities
- The organisational improvements which are planned for 2009/2010.

When the end of year performance figures are all available they will be inserted into the Annual Plan so that there is a complete picture about how well we are performing against each of the objectives and what our targets are for 2009/2010.

Some of the projects are being carried out in partnership and contribute to the priorities for the District which are set out in the Essex Local Area Agreement. They are highlighted in the document.

Any changes which need to be made to the plans and targets in the document will be done through a change management process and agreed by the relevant Programme Board.

Quarterly updates will be included in the Quarterly Performance and Financial Management reports.

DECISION

It is recommended that Members:

- (i) agree the content of the Annual Plan
- (ii) note that the end of year performance information and targets for 2009/2010 will be included in the Annual Plan when they have been reported to and agreed by the Performance, Innovation and Efficiency Programme Board



(DRAFT)

ANNUAL PLAN 2009/2010

If you have any difficulties reading or understanding what is in this Annual Plan or in any other of our documents please do not hesitate to contact us and we will do our best to help you.

The document can also be made available in larger print and tape. We may be able to arrange for it to be produced in a different language or in Braille.

If you would like any more information please contact our Customer Service Centre on 01376 552525

**BRAINTREE DISTRICT COUNCIL
ANNUAL PLAN 2009/2010**

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Welcome to Braintree District Council's Annual Plan for 2009 / 2010

Introduction

This Plan links to the Council's four-year priorities which are set out in the Corporate Strategy for 2008 to 2012 which was agreed on the 18th February 2008.

The Corporate Strategy is based on public opinion about what is important in the District, issues which our politicians know to be of importance in the District, data and research into key issues which affect quality of life and issues of national importance which need to be implemented at a local level.

The priorities reflect the vision for the District Council:

We will ensure that people enjoy growing up, living and working in the Braintree District because it is a place where:

- * **the environment is clean and green**
- * **business is encouraged and the local economy prospers**
- * **everyone can enjoy a healthy lifestyle**
- * **housing and transport meet local needs**
- * **people take pride in their local areas**
- * **we deliver excellent, cost effective and valued services**

Each priority has a number of different objectives which we aim to achieve by 2012 and which are set out in this document.

This Plan sets out (in relation to each of the priorities):

- The visible 'front line' projects that we will be carrying out across the District in 2009/2010
- What we achieved last year
- What we do on a day to day basis that contributes to the achievement of the priorities
- How we performed last year against a series of key indicators and our targets for 2009/2010

It also sets out the organisational improvements which are planned for 2009/2010.

Partnership Projects

Many projects and initiatives will be delivered in partnership with other agencies. They are shown in the Plan.

Measurement by Survey

The Government requires us to carry out a 'Place Survey' every two years. The Place Survey relates to citizen's perspectives and perceptions and measures whether things that are done in an area result in the right outcomes for local people ie. do they feel happier, healthier and safer? The last one was done in late 2008 and the results are awaited from Government at the time this Plan went to print.

This year we are planning to carry out a survey to let people know about what we are doing, how much it costs and to find out whether people think we provide value for money or whether we should be doing things differently.

The Essex Local Area Agreement

Braintree District Council, together with our many partners in the District (through the Local Strategic Partnership) has signed up to the 'Essex Local Area Agreement' (LAA) which has been produced by Essex County Council in consultation with many organisations across Essex. The LAA shows how better outcomes will be achieved for local people by public sector partners working together to achieve common goals in relation to a set of agreed priorities. A number of projects have been agreed for taking forward across the Braintree District as part of the LAA and these are clearly marked in the Annual Plan by shaded rows.

Further details as to how the objectives in the Essex LAA can be achieved at District level - and how the Essex LAA can assist in achieving District based priorities - will be set out in a Braintree District LAA which will be published shortly.

Performance Monitoring, Co-ordinating and Reporting

The Annual Plan is set out in a programme management style which will enable progress against each of the priorities to be managed, monitored and reported effectively.

For major projects or initiatives, projects will be managed in accordance with the Council's Project Management Toolkit.

For smaller projects or ongoing initiatives which will not be reported as part of the corporate quarterly reporting process details will be included in the relevant Business Plan.

Performance reporting and monitoring will be carried out through four Programme Boards which will report to Cabinet and manage specific programme areas. The four Programme Boards are:

- **Performance, Innovation and Efficiency**
- **Clean and Green**
- **Economic and Infrastructure**
- **Supporting our Communities**

Each Programme Board will be chaired by a Cabinet Member and will include in its membership the appropriate Cabinet Members, deputies and a minimum of three other Members who may have an interest in the specific programme area.

All Programme Boards will report to the Cabinet within the normal business cycle. This governance model enables greater involvement of more Members in key project areas and it also enables greater transparency of the Council's activities to all Members and to the public.

In addition, clear links will be established with the Local Committees on those projects that impact upon a specific locality and with programmes and projects that are being delivered through partnership working with the Local Strategic Partnership and through the Local Area Agreement.

The Terms of Reference of the Programme Boards are:

1. To agree the business case for any project and authorise the Programme Director to move to the next stage of the project.
2. To agree the project initiation document and the milestones at which the project will be reviewed by the Programme Board.
3. To monitor the projects against the milestones set out and agree any variation to milestones, resources or any other amendment that affects the deliver of the project.
4. Give guidance to any detailed issues of policy or practice which is of a non-operational matter.
5. Provide Cabinet and Local Committees with an appropriate performance report on the delivery of each project. This will be through exceptional reporting.
6. Consult with Cabinet or Local Committees on any specific projects, which require guidance at a Cabinet or local level. Ensure Local Committees are kept abreast of specific local projects in their locality.

The Programme Boards will be supported by a Programme Management Office (PMO) which will be set up initially for one year to:-

- Improve project management execution and delivery
- Develop project management capability and capacity
- Improve the performance management of our business
- Ensure the alignment and integrated deployment of resources to ensure delivery of the corporate strategy objectives
- Improve and maintain corporate governance
- Improve financial management

The role of the PMO will be to ensure that there are sufficient resources and expertise available to ensure completion of agreed projects and that appropriate processes and governance arrangements are adhered to. It will provide mentoring and coaching and provide communication and visibility on projects and proposed improvements to performance.

The PMO will produce the Quarterly Performance Management Reports which will be presented to each of the Programme Boards for their specific areas and which will be reported to Cabinet.

Publication

This Annual Plan will be placed on Braintree District Council's web-site *www.braintree.gov.uk*. Hard copies of the document are available on request.

Data Quality

This document, the performance information in it and the monitoring of it which will take place throughout 2009/2010 complies in all respects with the requirements of the Council's Data Quality Policy.

Councillor Graham Butland
Leader of Braintree District Council

Allan Reid
Chief Executive

COMMENTS AND FEEDBACK

We always welcome comments, suggestions and feedback (critical or otherwise) on our plans and improvements and in the way that we write our documents and communicate them.

There are a number of ways that you can let us know what you think:

- You can e mail our Customer Service Centre at csc@braintree.gov.uk. It will help us if you can put the words 'Annual Plan' in the subject box of the e mail. If you e mail us, we will acknowledge your e-mail electronically by the end of the next working day and provide a response within seven working days.
- You can drop written comments off at one of our main offices:

Braintree – Causeway House

Halstead – the Centre

Witham – the library

Or at any other library in the District but please make sure that it's addressed clearly to Braintree District Council.

If you write to us we will acknowledge your letter and/or provide a response in writing within seven working days. If we can't answer within seven working days for some reason, we will let you know and tell you when we will be able to respond by.

- You can telephone our Customer Service Centre on 01376 552525. If you telephone us we will answer your call within 15 seconds.
- You can speak to your local councillor who will be able to pass your comments back if you wish. If you don't know who your local councillor is you can find out by phoning or writing to us as above or you can look on the Council's website under Council and Democracy / Councillors.

ACHIEVING THE VISION

We have already highlighted our vision for the District which was agreed in February 2008.

We will ensure that people enjoy growing up, living and working in the Braintree District because it is a place where:

- * **the environment is clean and green**
- * **business is encouraged and the local economy prospers**
- * **everyone can enjoy a healthy lifestyle**
- * **housing and transport meet local needs**
- * **people take pride in their local areas**
- * **we deliver excellent, cost effective and valued services**

From this year we will use the results of four of the questions in the Place Survey (see page 5) to assess how well we are doing in achieving the vision for the District.

Measure
The percentage of people who are satisfied with their local area as a place to live
The percentage of people who feel that they belong to their immediate neighbourhood
The percentage of people who agree that Braintree District Council provides value for money
The percentage of people who are satisfied with the way that Braintree District Council runs things

ACHIEVING OUR OBJECTIVES

Under each of the themes in the Vision we have set ourselves a number of objectives to be achieved between 2008 and 2012.

The following pages show – in relation to each of the objectives -

- The projects that we will be carrying out across the District in 2009/2010
- What we achieved last year
- What we do on a day to day basis that contributes to the achievement of the priorities
- How we performed last year against a series of key indicators and our targets for 2009/2010

Also included are our planned organisational improvements which are scheduled for 2009/2010 through our Corporate Improvement Programme which focuses on four key areas:

- Customer Service
- People and Performance
- Communications and Engagement
- Innovation and Efficiency

**WE WILL ENSURE THAT PEOPLE ENJOY GROWING UP, LIVING AND WORKING IN THE BRAINTREE DISTRICT BECAUSE
IT IS A PLACE WHERE
THE ENVIRONMENT IS CLEAN AND GREEN**



OUR FOUR-YEAR OBJECTIVES IN RELATION TO THIS PRIORITY ARE THAT BY 2012:

- **The amount of waste being land-filled in the District will have been reduced**
- **The standards of cleanliness and the appearance of the District will have improved**
- **The biodiversity of the District will have been protected and enhanced**
- **The District will have a clear response to the risks facing it by climate change**
- **Improved standards of environmental sustainability will be included in all new developments in the District**
- **Braintree District Council's carbon footprint will have been reduced**



THE ENVIRONMENT IS CLEAN AND GREEN – OUR ACHIEVEMENTS IN 2008 / 2009

- Recycling levels in the District have increased and it has been made easier to do through improvements which have been made to the sorting technology and through new disposal contracts
- The use of wheeled bins has been extended to a further 2,500 properties in the District
- We were awarded a Green Flag for Halstead Public Gardens – in partnership with others
- People in Africa were helped through a collection of unwanted or old bicycles. More than 250 bikes were collected throughout the district over 4 days
- People were encouraged to recycle in different ways when we hosted the first 'Junk Swap' event in Castle Hedingham
- The Council adopted the Essex Joint Municipal Waste Strategy
- We started a partnership with Colchester Borough Council for cleaning the A12
- Awards were received for 14 play areas by the Essex Playing Fields Association
- A number of successful prosecutions were taken for fly-tipping and other offences
- In conjunction with the Council, local supermarkets contracted a company to collect abandoned shopping trolleys
- Environmental Protection Officers joined forces with the Police, Environment Agency and Trading Standards staff on several joint enforcement activities targeting illegal waste carriers
- Light timers were introduced into Causeway House which will save about £1,400 per annum and reduce the Council's carbon footprint by 7.5 tonnes of CO₂
- Adjustment of heating controls has saved the Council approximately £2,300 on its yearly gas bills and has reduced the Council's carbon footprint by 12.2 tonnes of CO₂
- Replacing the old electric hand dryers and removing the material towels in all the WC's in Causeway House has saved the Council £2,300 per annum in electricity and contract costs and reduced the Council's carbon footprint by 4.39 tonnes of CO₂
- 85 households received grants for cavity wall and loft insulation
- 2,000 low energy light bulbs were distributed free of charge throughout the District
- 2 solar hot water and 1 hot water photovoltaic grant aided installations were carried out.



THE ENVIRONMENT IS CLEAN AND GREEN – OUR KEY PROJECTS FOR 2009/2010

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
C&G 1 RW	Greenfield's Grounds Maintenance Contract	Bid for the Grounds Maintenance Contract for Greenfield's Community Housing Association.	<p>Delivery of a high standard of maintenance on open space land in the District.</p> <p>Improved visual appearance of Greenfields' estates</p> <p>More efficient service provision</p>	Paul Partridge	No	n/a	January 2010	<p>Existing revenue</p> <p>Existing staffing</p>
C&G 2 RW	Introduce wheeled bins to remainder of the District	Introduce an alternate weekly recycling and refuse collection to all rural areas in the District that do not currently receive this service	<p>Increased recycling performance</p> <p>Reduction in waste land-filled</p> <p>More cost effective and efficient service</p> <p>Improved customer satisfaction with recycling</p> <p>Standard service across the District</p>	Paul Partridge	Yes	Essex County Council	October 2009	£358k capital
C&G 3 RW	Re-use/Recycle bulky items of household waste	Assess the feasibility of carrying out a six-month trial collection of bulky household waste for recycling/re-use rather than disposal at landfill	<p>Less waste to landfill</p> <p>Supports residents in difficult financial climate by promoting re-use as opposed to new purchases</p> <p>Increased recycling performance</p>	Paul Partridge	No	n/a	May 2009	Existing resources
C&G 4 RW	Recycle cardboard waste from businesses	Assess the feasibility of carrying out a six-month trial of cardboard recycling collections from local businesses	<p>Less waste to landfill</p> <p>Supports businesses in difficult financial climate, as they would otherwise have to pay for the removal of this waste.</p>	Paul Partridge	No	n/a	May 2009	Existing resources

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
C&G 5 RW	Cemetery Improvements	<p>Improve the road and path networks at: Halstead Bocking and Braintree Cemeteries</p> <p>Repair the perimeter wall at Halstead Cemetery</p>	<p>A well-maintained and safer environment for visitors to the Cemeteries</p> <p>Higher levels of customer satisfaction</p> <p>Greater sense of pride in local facilities</p> <p>Improved visual appearance of cemeteries</p>	Paul Partridge	No	n/a	<p>Sept 2009 Oct 2009 Nov 2009</p> <p>Sept 2009</p>	<p>£65,000 Capital</p> <p>£50,000 Capital</p>
C&G 6 RW	Provide New Allotments	<p>Expand Cut Throat Lane allotments at Witham to create 40 new plots and install fencing around the extension.</p> <p>Look at opportunities for creating more allotment plots in Braintree.</p>	<p>Easier access to allotment plots</p> <p>Improved health and wellbeing for tenants</p> <p>Increased user satisfaction</p> <p>Helps people through economic climate by growing their own food</p> <p>Encourages people to become more self-sufficient</p>	Paul Partridge	No	n/a	<p>Sept 2009</p> <p>Options Paper by June 2009</p>	£50,000 Capital
C&G 7 RW	Essex Joint Municipal Waste Strategy	Secure long term investment to deliver improved recycling performance across the District by signing up to the Inter-Authority Agreement with Essex County Council.	<p>Partnership funding secured to implement new initiatives</p> <p>Less waste to landfill</p> <p>Increased waste recycled</p> <p>More cost effective and efficient service</p>	Paul Partridge	Yes	Essex County Council and other Essex local authorities	June 2009	Existing resources
C&G 8 RW	A New Local Nature Reserve	Protect and enhance biodiversity in the district by designating one additional nature reserve in Gosfield	The biodiversity of the District will have been protected and enhanced	Paul Munson	Yes	Gosfield Parish Council	March 2010	Existing staff resource

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
C&G 9 RW	Improving Carbon Reduction	Produce a Climate Change Strategy and an associated action plan which will contribute to the reduction of carbon emissions in the District Complete those actions in the plan which are scheduled for 2009/2010	The District will have a clear response to the risks facing it by climate change The Action Plan will achieve a Per capita reduction in CO2 emissions within the district to 6.2 tonnes within 3 years	Lee Crabb	No	n/a	Strategy produced by December 2009 Actions as scheduled	Accounted for within service unit budget
C&G 10 RW	Flood Awareness for Parish Councils	Present an emergency-planning event for parish councils to ensure that our communities are better prepared to react to flooding	The District will have a clear response to the risks facing it by climate change People will know more about what to do and how to respond in a flooding situation	Lee Crabb	No	n/a	October 2009	Accounted for within service unit budget
C&G 11 RW	Reducing Fuel Bills for Low Income Households in the Braintree District	Carry out a comprehensive survey of the level of fuel poverty in the District, and developing an associated action plan. Completing those actions and projects which are scheduled for 2009/2010	The District will have a clear response to the risks facing it by climate change The number of people receiving income based benefits living in homes with a low energy efficiency rating will have reduced	Lee Crabb	No	n/a	Analysis and plan completed by December 2009 Actions as scheduled	Accounted for within service unit budget
C&G 12 RW	Increased Tree Planting	Protect and enhance biodiversity in the District by planting and/or securing the planting of 5,000 trees	The biodiversity of the District will have been protected and enhanced	Paul Munson	No	n/a	March 2010	Existing staff resource and revenue funding



THE ENVIRONMENT IS CLEAN AND GREEN – OUR DAY TO DAY ACTIVITIES FOR 2009/2010

We will carry on providing the following services on a day to day basis to achieve our objectives:

The amount of waste being land-filled in the District will have been reduced

- Carry out our functions as a Waste Collection Authority by collecting household waste, increasing our recycling rates and developing recycling initiatives - and exercise our duty of care in respect of the handling, storage, transportation and disposal of waste
- Provide a kerbside collection of at least two recyclables from 100% of households in the District
- Work with Essex County Council and other District Councils in Essex to adopt joint arrangements for sustainable waste management (including waste collection and disposal) in the District and across Essex
- Educate the public not to put out excess waste for collection with wheeled bins

The standards of cleanliness and the appearance of the District will have improved

- Make sure that the streets in the District are clean and swept regularly
- Clear litter and remove dog fouling, fly-posting, fly-tipping and graffiti on public land
- With Essex County Council, carry out a programme of litter picking in advance of grass cutting on the strategic routes and other highway verges and continue to keep the A12 free of litter through our work with the A12 Litter Partnership
- Maintain Street Cleaning partnerships with our town and parish councils
- Work with Essex Police on various initiatives to discourage crimes which impact negatively on the environment
- Carry out a programme of street washing and chewing gum removal
- Remove abandoned vehicles
- Carry out inspections and enforcement action in relation to waste and litter offences

The biodiversity of the District will have been protected and enhanced

- Ensure that environmental issues, sustainable development, biodiversity and aboriginal issues are taken into account in development proposals, the granting of planning permission and the formulation of planning policies – and that developments are monitored to ensure compliance with any conditions which have been applied
- Consider applications for tree preservation orders and conservation areas

- Carry out inspections and enforcement action in relation to tree preservation orders, trees in conservation areas, dangerous trees, hedgerows and high hedges
- Maintain the Council's tree stock in a sustainable manner
- Provide support and advice to local communities and town and parish councils in relation to environmental issues, sustainable development, biodiversity, aboricultural and landscaping issues
- Hold events to promote biodiversity, landscape issues and the countryside
- Administer and ensure that full use is made of the Countryside Conservation Grant Scheme
- Seek external funding for countryside activities
- As part of the development of the new District Local Development Framework, work towards publishing proposals for the future allocation of open spaces in the District over the next 20 years

The District will have a clear response to the risks facing it by climate change

- Provide support and advice to local communities and town and parish councils in relation to climate change and energy conservation
- Provide a variety of different grants for householders to encourage the installation of sustainable energy facilities in their homes
- Operate schemes for the installation of insulation to residential properties in partnership with energy companies and administer the Council's grant schemes for insulation and renewable energy measures to homes
- Enable people to make informed choices about how they can contribute to environmental and energy related issues by the production of a series of public information leaflets on sustainable energy measures
- Ensure that all our plans and actions take into account and address sustainability issues when carrying out reviews of key Council strategies with reference to the Council's Sustainability Vision Statement and Checklist
- Ensure that environmental issues, sustainable development, biodiversity, aboricultural issues, climate change and energy conservation are taken into account in development proposals, the granting of planning permissions, the formulation of planning policies - and that developments are monitored to ensure compliance with any conditions which have been applied
- Continue to work towards achieving Level 3 target of NI 188 of the Local Area Agreement (which measures progress on assessing and managing climate risks and opportunities, and incorporating appropriate action into local authority and partner's strategic planning) and produce a Climate Change Strategy and Action Plan to fulfil the Council's commitment to the Nottingham Declaration
- Sample local air quality to ensure that it complies with national directives
- Inspect the District and deal with any contaminated land
- Inspect and regulate polluting industries

**WE WILL ENSURE THAT PEOPLE ENJOY GROWING UP, LIVING AND WORKING IN THE BRAINTREE DISTRICT BECAUSE
IT IS A PLACE WHERE
BUSINESS IS ENCOURAGED AND THE LOCAL ECONOMY PROSPERS**



OUR FOUR-YEAR OBJECTIVES IN RELATION TO THIS PRIORITY ARE THAT BY 2012:

- **Work on the regeneration of Witham, Braintree and Halstead Town Centres will have started**
- **Opportunities for long-term, inward business investment in the District will have increased**
- **Basic skills levels and vocational training opportunities in the District will have improved**
- **We will have lobbied to secure key infrastructure improvements in the District**



BUSINESS IS ENCOURAGED AND THE LOCAL ECONOMY PROSPERS – OUR ACHIEVEMENTS IN 2008 / 2009

- Proposals for town centre improvement schemes in Braintree, Witham and Halstead were unveiled and work started on a major consultation exercise
- Key infrastructure improvements will be achieved as a result of the Council being awarded Growth Funding of £4m in conjunction with Chelmsford Borough Council and securing funding of £130,000 through the Local Authority Business Growth Incentive
- The District will benefit from the London 2012 Olympic Games as a result of three sites in the District being secured for preparation camps
- Witham Industrial Watch Ltd was formed to take forward the proposed Business Improvement District project for businesses bordered by the railway line and London Road in Witham
- Free parking was provided for shoppers in Witham and Braintree during the lead up to Christmas
- We made direct contact with 530 businesses suggesting that they may be eligible for small business rate relief
- Braintree District Business Development Services were finalists in the national Municipal Journal Achievement Awards in the Public / Private Partnership category
- Every business in the District received a copy of the fourth edition of the Council's Health & Safety at Work Handbook.



BUSINESS IS ENCOURAGED AND THE LOCAL ECONOMY PROSPERS – OUR KEY PROJECTS FOR 2009/2010

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
E&I 1 GB	Regeneration of town centres - Braintree	Redevelopment project to rear of town hall. Selection of development partner. Preparation and receipt of design brief	Revitalise and secure investment in Braintree Town Centre Reduce the cost to the public of Council owned property in the District	Peter Crofts / Director	No	n/a	September 2009	Existing capital resource
E&I 2 GB	Regeneration of town centres - Witham	Redevelopment project at Newlands precinct. Selection of development partner. Preparation and receipt of development brief	Revitalise and secure investment in Witham Town Centre	Peter Crofts / Director	No	n/a	September 2009	Existing capital resource
SOC 1 WS	New Community Centre in Halstead	Prepare a feasibility study with Halstead Town Council and other stakeholders for the possible development of a new Community Centre in Halstead close to the Town Centre	Feasibility study completed identifying the options for the future provision of community facilities in Halstead	Chris Fleetham	Yes	Halstead Town Council / Essex County Council / others (tba)	September 2009	Existing staff resources
E&I 3 NH	Use of Growth Area Funding	Produce a spending plan with associated land and infrastructure projects and milestones for the allocation of £3m of Growth Area Funding between 2009 and 2011	A variety of projects and initiatives will be identified that will be taken forward using Growth Area Funding. Individual outcomes will be identified for each project.	Paul Munson	No – but consultation will be undertaken	n/a	September 2009	Existing staff resources
E&I 4 NH	Personal Advice and Support Services to New and Young Businesses LOCAL AREA AGREEMENT PROJECT	Establish a service which provides face to face and direct support and advice to people setting up and running new and young businesses. This will be delivered by Business Development Services	Reduced business failures in district	Russell Everard	Yes	Local Strategic Partnership / Economic Development Partnership Board	March 2011	£95K PRG funding through LAA

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
E&I 5 NH	'Test the County' - Basic Skills and Modern Apprenticeships LOCAL AREA AGREEMENT PROJECT	Develop a programme of work to raise skills levels and increase the take up of modern apprenticeship schemes in the Braintree District. Put in place those projects which are scheduled for delivery during 2009/10. This project will be delivered by Braintree College	Improved skills and qualifications in the District's workforce	Russell Everard	Yes	Local Strategic Partnership Economic Development and Transportation Partnership Board	Programme to be developed by June 2009. Actions as scheduled	£50K PRG funding through LAA
E&I 6 NH	Supporting Local Businesses Through the Recession	Develop and put in place a series of initiatives and incentives to support local businesses and help them to survive through the recession	Increasing the number of sustainable jobs in the district, and reducing business failures	Russell Everard	Yes	Local Strategic Partnership Economic Development and Transportation Partnership Board	Ongoing through 2009/2010	Existing resources to develop proposals. Costs of initiatives and incentives to be assessed.
E&I 7 NH	Business and Enterprise Park	Identify a location for a new Business and Enterprise Park in Braintree	Capacity building for inward investment opportunities	Russell Everard Paul Munson	No	n/a	March 2010	Existing resources
E&I 8 NH	Business Improvement District Project - Witham	Work with the business community to assist with the development of a Business Improvement District (BIDS) in Witham East and West industrial areas	Cleaner, greener and safer industrial areas in Witham	Russell Everard	Yes	Witham Industrial Watch	Decision made August 2009 Ongoing to 2013	£15k grant to Business Watch from LAGBI



BUSINESS IS ENCOURAGED AND THE LOCAL ECONOMY PROSPERS – OUR DAY TO DAY ACTIVITIES FOR 2009/2010

We will carry on providing the following services on a day to day basis to achieve our objectives:

- Lobbying and influencing at a regional level to ensure that the District is well placed to respond to the challenges and opportunities of the Regional Economic Strategy, the review of the East of England Plan, the Regional Transport Plan and the Sub-National Review – ensuring the best possible outcomes for the District
- In partnership with others - deliver the actions set out in our new Economic Development Strategy for the District – particularly focusing on:
 - Providing work space for business start ups and 'grown on' space for young businesses
 - Providing support for businesses in rural areas
 - Increasing the stock of tourist accommodation in the District
 - Providing recession alleviation measures
 - Extending broadband in rural areas
 - Increasing apprenticeships
 - More effective liaison with local schools
 - Encouraging companies to export
- Help protect the sustainability, vitality and health of the local economy by supporting business start-up services through a partnership arrangement with Business Development Services (NW Essex) Ltd.
- Actively promote our District through the tourist and visitor information service
- Support the development of the Skyline Business Park in Braintree and the Maltings Lane Business Park in Witham
- As part of the development of the new District Local Development Framework for the next 20 years, work towards identifying locations for a new Business Park and other employment sites in the District
- Manage the operation of the street markets in Witham and Braintree
- Identify external funding opportunities to assist in the delivery of our objectives
- Ensure that all planning consents require high standards of design

**WE WILL ENSURE THAT PEOPLE ENJOY GROWING UP, LIVING AND WORKING IN THE BRAINTREE DISTRICT BECAUSE
IT IS A PLACE WHERE
EVERYONE CAN ENJOY A HEALTHY LIFESTYLE**



OUR FOUR-YEAR OBJECTIVES IN RELATION TO THIS PRIORITY ARE THAT BY 2012:

- **Our leisure facilities, parks and open spaces will have improved and more people will be using them**
- **Young people will be able to more easily access local activities**
- **More play facilities will have been provided for children and young people to enjoy**
- **We will work to secure improvements to local health facilities and access to health services**
- **More people will feel that the District is a safe place to live**



EVERYONE CAN ENJOY A HEALTHY LIFESTYLE – OUR ACHIEVEMENTS IN 2008 / 2009

- The new Braintree Swimming Pool was officially opened!!
- The Council, DC Leisure and NHS Mid Essex worked together to provide a 2 year free swimming programme for over 60's and the 16-and-under age-group from April 2009, and negotiated a 'free swimming for all' project at all District swimming pools between January and March 2009
- Improvements were carried out to the leisure and recreation facilities at Great Notley Country Park and the Discovery Centre in partnership with Essex County Council – including constructing the country's biggest adventure play trail
- Funding was secured for two outdoor Gyms – one in Braintree and one in Witham
- Attendances at our Summer Holiday Activity Days increased by 19% from last year
- Attendances on our Health Walks increased by 62% for the period April to December 2008
- We organised and delivered a 12 week 'Shape-Up Healthy Eating' course in partnership with NHS Mid Essex
- Our NACRO 'Sport in the Community' Team were winners of the Mid Essex Business Awards 2008 in the category of 'Best Business in the Community'
- NACRO achieved a 2% increase in attendance on courses aimed at young people with learning, behaviour, low esteem and low self-confidence issues
- Awareness was raised and advice provided to potentially vulnerable people when we held – in partnership - a successful Benefits Awareness Day and publicised the range of benefits available in key locations across the District
- Children and young people were helped to feel more confident and safe in a range of different situations when we delivered the 17th annual Crucial Crew Project to over 2,000 students in the District
- The Reality Road Show, a crime prevention and anti social behaviour education programme for all year-9 students in the Braintree district was co-ordinated by Braintree District Council and financed by the Crime and Disorder Reduction Partnership
- We held a 'Goodies and Hoodies' event where young people surveyed older people to assess perceptions about young people and why people feel the way they feel
- Extra government funding was secured for a project to reduce anti social behaviour and create more integrated communities in areas where there is growing tension amongst residents
- Operation Marple, a Police and Braintree District Council initiative to confiscate alcohol and provide education to Under-age people in the district was carried out successfully, and a presentation made to the High Sherriff

- Overall, anti-social behaviour in the Braintree District has reduced by 31.8% compared to the rest of Essex
- We worked with Essex County Council and others to setup a Children's Centre in Silver End
- We worked with the Braintree District Youth Council to provide information and advice to 4,000 young people across the District through the production and distribution of a young people's magazine called 'Fresh Voice'
- In partnership with others – we distributed over £160,000 of funding to support speech and language services, children's mental health and well-being, parenting support and youth work provision
- The 'Scores on the Doors' food hygiene scheme was launched
- The Emergency Planning team worked in partnership with the Alec Hunter Humanities College to identify suitable areas within the school for use as a point of assembly for residents evacuated in an emergency situation.
- There was an 18% increase in visitors to the Braintree Museum compared to the previous year
- A Civic reception was held on 9th October 2008 to celebrate the 80th anniversary of the opening of the Town Hall Centre
- 13 exhibitions were hosted at the Braintree District Museum, the Town Hall Centre and the Warner Textile Archive
- We organised and delivered a programme of cultural events including Festivals in a Flash, National Archaeology Day, Family Art Day, Flying the Flag, Victorian Papercraft, the Essex Book Festival and a Night at the Museum
- An award was received from the Museums Libraries and Archives Council, East of England and Renaissance East of England as part of the 'Engaging Young Minds' project to raise the profile of museums as delivery partners in education in local authorities
- The Essex on Tour 2008/9 arts programme commenced with three well attended events in the Braintree District
- We published and distributed the Braintree District Leisure Guide 2009



EVERYONE CAN ENJOY A HEALTHY LIFESTYLE – OUR KEY PROJECTS FOR 2009/2010

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
SOC 2 GB (+ E&I and C&G)	Sustainable Community Strategy	Publish the Sustainable Community Strategy and the Braintree District Local Area Agreement (BDLAA - the action plan in support of the SCS). Let people and partners know about it. Put in place a performance framework to monitor how the objectives in it are being achieved.	The SCS and the BDLAA will form the basis for all strategic decision making and planning in relation to the District. People and partners will know about it, why it is there and what it aims to achieve Clear measurable outcomes will be identified and people will be able to see the difference that is being made.	Sara Moutard	Yes	Braintree District Local Strategic Partnership	Publish in August 2009 (subject to LSP approval) Communication August / September 2009 Performance Framework in place – October 2009	Approx. £2k for printing and other costs. To be met out of existing LSP budget.
SOC 3 WS	Improve Play Areas	Refurbish the play areas at: Braintree & Bocking Public Gardens Silver Street, Silver End Bridport Way, Braintree Albert Moss, Rivenhall	Better outdoor play facilities A more enjoyable play experience for local children Enhanced recreational opportunities for young people	Paul Partridge	Yes No	Essex Environment Trust (EET) n/a n/a n/a	May 2009 Nov 2009 Dec 2009 Jan 2010	Capital BDC £40k EET £20k)) £135k) capital
SOC 4 WS	"Braintree at play" Phase 2	To provide indoor and outdoor play equipment for severely disabled children at the PARC centre in Great Notley	More play facilities will have been provided for children and young people with disabilities	Charmaine Dean	No	n/a	March 2011	£180,000 Big Lottery Fund
SOC 5 LPN	Improved cycle ways, footpaths and cycle parking	Promote cycling and walking by improving and constructing new cycle-ways and/or footpaths and/or by providing additional cycle parking at: Tortoiseshell Way, Braintree Gypsy Corner, Braintree	Increased use of footpaths/cycleways Encouragement of healthy lifestyles Improvement of 650m of footpath Improvement of 250m of cycle/pedestrian link	Paul Munson	No	n/a	October 2009 June 2010	S.106 Agreement monies: £42,500 £66,000

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
C&G 13 RW	Improve Silver End Memorial Gardens	Complete the construction of new toilets; improve signage; increase community involvement; apply for Green Flag and Green Heritage awards	Improve facilities Provide a welcoming park Actively promote park to wider community Increased use of park	Paul Munson	No	n/a	Toilets complete May 2009 Outcome of green flag/green heritage awards June 2010	£50,500 BDC Capital £6,000 Silver End PC
E&I 9 NH	Foot/cycle bridge at Braintree Freeport	Work in partnership with others to secure the construction of a foot / cycle bridge providing a key link between Freeport Station and the residential area south of Mill Hill, Braintree	Improved route for pedestrians and cyclists between Freeport and residential areas to west. Reduced number of car journeys	Paul Munson	Yes	Essex County Council Network Rail	By end of 2011	Funded by: ECC - £250k GAF-£250k S106- £180k Access for all funding - £29k
SOC 6 WS	Witham Public Park	Develop improvement scheme; seek funding for phased implementation	Improved attractiveness of park Encouragement of healthy lifestyles Increased community involvement	Paul Munson	Yes	Partners include: NHS Witham Town Council Essex Police Essex Youth Service Local Schools	March 2010	BDC Capital £45 – scheme development £40 – play area provision Other funding being sought
SOC 7 LPN	A Replacement Swimming Pool in Witham	Work in partnership with others to develop plans for a replacement swimming pool in Witham as part of the Academies Programme for Witham	Healthier communities and (potential) reduction in operating/revenue costs for the Council	Russell Everard	Yes	Academies Enterprise Trust and ECC	March 2010	£250,000 from 2009-2010 Capital Programme (if agreed) + new capital funding to be identified
SOC 8 WS	CCTV project - Halstead	Provision of CCTV cameras in Halstead Town Centre	People feel safe in Halstead Town Centre	Trevor Wilson	No	n/a	August 2009	£116,000 in existing capital programme
SOC 9 ML	Benefits Take-up Campaign	Publicise Housing and Council Tax Benefits service to increase take-up, with particular emphasis on hard to reach groups	Improved awareness and increased take-up of benefits	Trevor Wilson	No	n/a	Ongoing	Existing staff resources

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
SOC 10 LPN	Teenage Pregnancy Reduction Project (LOCAL AREA AGREEMENT PROJECT)	Identify, and put into operation, a range of ways in which the Council can support NHS Mid Essex in their multi-agency project to reduce teenage pregnancy	To reduce the level of teenage conception	Charmaine Dean	Yes	Local Strategic Partnership (CYPSP)	March 2011	PRG £50,000
SOC 11 WS	Village Agents Project - Community Transport provision (LOCAL AREA AGREEMENT PROJECT)	To provide a paid driver for two years to carry out work identified by the Village Agents	Individuals will be able to utilise this service for local health related appointments, lunch clubs, day centres, shopping trips and visiting friends, meeting the needs of elderly and vulnerable people	Charmaine Dean (for Community Transport Project)	Yes	Local Strategic Partnership (Health etc Board)	March 2011	£100,00 PRG to RCCE £40 PRG to BDC for Community Transport
SOC 12 WS	Creative Communities Project (LOCAL AREA AGREEMENT PROJECT)	A project in residential areas using a range of activities as the mechanism for engagement between all age groups	To improve community cohesion in areas where there is a growing tension among residents	Charmaine Dean	Yes	Local Strategic Partnership (CDRP)	March 2011	Performance Reward Grant funding of £106,000
SOC 13 WS	Community Reparation Project (LOCAL AREA AGREEMENT PROJECT)	To reintegrate low level offenders back into the community by getting them to undertake a variety of unpaid projects that benefit the wider community	To reduce the impact of and deter offending	Charmaine Dean	Yes	Local Strategic Partnership (CDRP)	March 2011	CDRP Funding
SOC 14 WS	Supporting our Communities through the Recession	Publish a programme of activity for providing focussed support to local people and communities through the recession and deliver the projects in it within the specified timescales	People who are experiencing difficulties or may be in the future are able to access useful advice and support in a number of different ways	Allan Reid	Yes	Local Strategic Partnership / Health, Housing and Well-being Partnership Board and others	As scheduled	Existing resources. Costs of identified projects in the programme to be assessed.
SOC 15 LPN	Research on Older People's Services (Task and Finish Group Project)	Carry out a research exercise to examine the future demands, needs and provision of all the public services provision for older people	Members will be aware of the future service needs for older people and will be better placed to respond to them in the future	To be agreed	No	n/a	To be agreed by Overview and Scrutiny	Existing resources



EVERYONE CAN ENJOY A HEALTHY LIFESTYLE – OUR DAY TO DAY ACTIVITIES FOR 2009/2010

We will carry on providing the following services on a day to day basis to achieve our objectives:

- Regularly check and maintain our play areas, parks, open spaces and sports grounds
- Increase the number of seats and litter bins in open spaces
- Promote our facilities through the tourist and visitor information service
- Clear litter and remove dog fouling, fly-posting, fly-tipping and graffiti on public land
- Work with our partners to:
 - help residents feel safe by working in partnership to reduce anti social behaviour – particularly through targeting 'hot spot' areas and through the use of Community Action Teams
 - ensure that appropriate legislation is enforced wherever appropriate and possible
 - deliver on the objectives set out in strategies and associated action plans aimed at reducing anti-social behaviour, reducing crime and disorder, implementing preventative actions and intervening early to make sure that those at risk of offending are diverted into more productive behaviours
 - work towards ensuring that the range of different cultures and ethnic groups in the District are acknowledged and integrated
- Investigate allegations of nuisance which are reported to us and take robust enforcement action in relation to anti-social behaviour, litter, dog fouling and noise nuisances
- Through our community warden service maintain patrols in all areas including joint patrols with the police – particularly targeting hot spot areas
- Identify external funding opportunities to assist in the delivery of our and our partner's objectives
- License premises and people under the Licensing Act 2003 - regulating the sale of alcohol and the provision of certain types of entertainment
- Maintain Safer Parking status at the six Braintree District Council owned car parks that currently hold that award
- Sample private water supplies to ensure that they are wholesome and potable
- Visit and inspect all food premises in the district to ensure the food is safe to eat and drink
- Carry out chemical and microbiological sampling of food and water to ensure that it is fit to eat and investigate outbreaks of food-borne and infectious diseases.
- Register and inspect all premises/persons undertaking special treatments (electrolysis, acupuncture, skin piercing & tattooing)

- Provide information advice and take intervention measures where necessary to ensure the Health and Safety of the district's workforce
- Licence Hackney Carriage and Private Hire vehicles and their drivers.
- Enforce the public health provisions relating to living standards
- Work with DC Leisure to provide good quality leisure services at our swimming pools and leisure centres

WE WILL ENSURE THAT PEOPLE ENJOY GROWING UP, LIVING AND WORKING IN THE BRAINTREE DISTRICT BECAUSE IT IS A PLACE WHERE HOUSING AND TRANSPORT MEET LOCAL NEEDS



OUR FOUR-YEAR OBJECTIVES IN RELATION TO THIS PRIORITY ARE THAT BY 2012:

- **More affordable and environmentally sustainable housing will be provided for local people**
- **A balanced range of good quality and environmentally sustainable housing will be available**
- **Plans will have been developed to ensure that the District can cope with appropriate long-term housing and business growth**
- **People who rent their homes will have more choice about where they live**
- **Transport providers will have been encouraged to provide services which better meet local transport needs**
- **The community transport scheme will have been improved to further meet the needs of elderly and vulnerable people**
- **Improvements will have been made to the way vulnerable and young people who live in areas with limited facilities and public transport can access services**



HOUSING AND TRANSPORT MEET LOCAL NEEDS – OUR ACHIEVEMENTS IN 2008 / 2009

- New affordable housing schemes started on site in Pebmarsh (10 properties), Gestingthorpe (4 properties) and Bailey Bridge Road, Braintree (32 properties)
- We potentially secured the provision of 57 new affordable homes on the former Riverside Pool Site in Braintree
- Phase 1 of the housing scheme at Bailey Bridge Road was completed. 21 residents moved into their new homes between July and October 2008, allowing the demolition of the existing flats as work on phase 2 commenced in November.
- We prepared for and launched the Choice Based Lettings Scheme with six other councils – including a cross-boundary approach which has been cited as best practice
- Private landlords will be targeted to encouraged to bring empty homes back into use and up to the 'decent homes standard' as a result of a partnership project with Maldon District Council which secured funding amounting to £200,000 for next two years
- The Homes and Communities Agency allocated £8.2 million to new housing schemes in the Braintree District during 2008/09. The biggest single allocation was to the River View Extra Care housing scheme in Witham which attracted £2.49 million
- Planning approval was obtained for the River View Site in Witham. Completion of the scheme of 55 new homes is expected in 2010
- Our first 'Affordable Housing Strategy' was published
- 'Grab a Grant' Funding of £50,000 from the Community Housing Investment Programme Fund was awarded to four community projects in the district
- Formal agreement was reached with six other Districts to operate a single housing register and a single allocations policy. This in turn allows people for the first time to move freely to social housing in any of the participating districts
- There have been significant reductions in the number of homelessness presentations and acceptances. It is projected that there will be a total of 323 homeless presentations made 2008/2009 demonstrating a 23% decrease since 2007/2008. Additionally it is projected that 380 homelessness cases will be successfully prevented demonstrating a 30% increase since 2007/2008
- 99 Private Disabled Grants and 82 Social Housing Disabled Grants were processed to allow people with disabilities to remain living in their own homes

- More elderly, vulnerable, disabled, isolated and young people were able to access services and activities when we secured funding for an additional mini bus to be added to the community transport fleet
- A survey of Community Transport users was conducted in order to identify improvements
- A successful recruitment drive was carried out for volunteer Drivers for Community Transport
- Two new minibuses were added to Community Transport fleet enabling extra journeys to be undertaken
- A celebration event was held for the 10 year anniversary of Community Transport and to publicise the scheme
- Improvements were carried out to the Braintree Bus Terminal



HOUSING AND TRANSPORT MEET LOCAL NEEDS – OUR KEY PROJECTS FOR 2009/2010

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
LDF Panel 1 NM	Plan for Future Growth and Development in the District	Prepare and approve the Core Strategy of the Local Development Framework for submission to government	More affordable and environmentally sustainable housing will be provided for local people A balanced range of good quality and environmentally sustainable housing will be available Plans will have been developed to ensure that the District can cope with appropriate long-term housing and business growth The District will have a clear response to the risks facing it by climate change	Paul Munson	No	n/a	December 2009	Existing staff resources and revenue funding. Housing and Planning Delivery Grant to be allocated for 2009/2010.
SOC 16 LPN	Affordable Housing Viability Study	Undertake a study to ensure that our requirements for new affordable housing on new developments are viable for developers to provide	To ensure we get the maximum amount of affordable housing on new sites	Joanne Albini	No	n/a	November 2009	Housing and Planning Delivery Grant to be allocated for 2009/2010
SOC 17 LPN	Housing Strategy	Draft, consult and publish a new Housing Strategy for the Braintree District	A clearer understanding of the housing needs of the district and how to improve our response to them	Joanne Albini	No	n/a	November 2009	Staff resource
SOC 18 LPN	Affordable Housing Strategy Action Plan 2009/10	Implement those projects which are scheduled for completion during 2009/2010 in the Affordable Housing Strategy Action Plan	Maximisation of the number of high quality of affordable homes	Joanne Albini	No	n/a	March 2010	Financial implications highlighted in strategy
SOC 19 LPN	Choice Based Lettings Scheme	Implement the second phase of the 'choice-based lettings' scheme for homes rented from Registered Social Landlords which allows people to have more choice about where they live	Ensure affordable housing is allocated fairly and efficiently.	Joanne Albini	Yes	Greater Haven Housing Sub Region 'Gateway to Homechoice' scheme	March 2010	Existing staff resources

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project?	Name of Partnership	Target Date	Project cost
SOC 20 LPN	Affordable Housing Schemes scheduled for completion this year	Work with Housing Associations to help them provide affordable housing schemes in: Gestingthorpe – 6 homes Pebmarsh – 10 homes Halstead - 2 schemes (13 and 8 homes) - 21 homes Rayne – 25 homes Witham – 50 homes Braintree – 15 homes	127 affordable homes provided	Joanne Albini	Yes	1. Colne Housing Society 2. Suffolk Housing Society 3. Home Group 4. Chelmer Housing Partnership 5. Swan	March 2010	Capital funding from the Homes and Communities Agency/ S.106 funding/ Housing association funding/ BDC funding
SOC 21 WS	Community Transport - Shopping Trips	Conduct a pilot project providing extra shopping trips for elderly and those with mobility difficulties, using community transport for one day a week	Enable eligible elderly residents to have dedicated shopping trips. Community transport scheme is expanded to meet the needs of elderly and vulnerable people	Charmaine Dean	No	n/a	August 2009	Existing resources
SOC 22 WS	Community Transport - Day Trips	Conduct a pilot project to run extra regular day trips in the fully accessible mini buses	Enable eligible elderly residents to enjoy days out. Community transport scheme is expanded to meet the needs of elderly and vulnerable people	Charmaine Dean	No	n/a	August 2009	Existing resources
SOC 23 WS	Community Transport - Home delivery grocery service	Conduct a pilot project in Braintree to have a home delivered grocery service using community transport	Eligible elderly residents who cannot use the internet and who are housebound can have their grocery requirements collected and delivered	Charmaine Dean	No	n/a	August 2009	Existing resources



HOUSING AND TRANSPORT MEET LOCAL NEEDS - OUR DAY TO DAY ACTIVITIES FOR 2009/2010

We will carry on providing the following services on a day to day basis to achieve our objectives:

Housing

- Continue to work with Housing Association partners to maximise the number and range of affordable housing units in the District
- As part of the development of the new District Local Development Framework, work towards maximising opportunities for developing affordable housing in rural areas and in urban development sites in the District over the next 20 years
- Remedy unfit housing through the provision of grants to assist with improvements and/or adaptations to meet the needs of the occupier
- Work with partners to advise owners of empty homes about the different ways of bringing them back into use
- Provide advice to people who have housing related problems – helping them to keep their properties or to secure accommodation
- Administer and manage housing applications, advising on alternative means of securing accommodation, locating properties and nominating tenants to Registered Social Landlords
- Liaise with Greenfield's Community Housing Association to secure the promises set out in the offer document to tenants
- continue to assess people's housing need and manage the housing register for the Braintree District – liaising with housing association partners to ensure that housing need is met in the District
- Provide information advice and take intervention measures where necessary to ensure all homes are fit and decent to live in
- Ensure that the vulnerable are able to remain in their own homes in relative comfort and safety by providing loans/grants

Transport

- Provide free bus passes to enable people aged 60 years or over to travel free on local bus services or travel tokens for those people whose needs are better met by using that type of concession
- Promote national and rural concessionary travel at our tourism centres
- Participate in the preparation of transport plans and policies and respond to traffic management proposals put forward by Essex County Council (ECC)
- Liaise with ECC in the delivery of local transport schemes/initiatives by participating in the production and monitoring of the locally determined programme

- Promote integrated sustainable transport in the District by regularly reporting to the Braintree Transport Partnership Board and participating in the Essex and South Suffolk Community Rail Partnership and the Stansted Airport Bus and Coach Working Group
- Provide an accessible minibus service for use by community groups
- Provide an accessible dial-a-ride service
- Provide a social car service operated by volunteer drivers using their own vehicles

WE WILL ENSURE THAT PEOPLE ENJOY GROWING UP, LIVING AND WORKING IN THE BRAINTREE DISTRICT BECAUSE IT IS A PLACE WHERE PEOPLE TAKE PRIDE IN THEIR LOCAL AREAS



OUR FOUR-YEAR OBJECTIVES IN RELATION TO THIS PRIORITY ARE THAT BY 2012:

- **People will have a greater understanding about the Council and what it does**
- **More people will take part in local democracy and in decisions which affect their local areas**
- **More people will feel that the District is a good place to live**
- **The voluntary and community sector will be better placed to respond to local needs**



PEOPLE TAKE PRIDE IN THEIR LOCAL AREAS – OUR ACHIEVEMENTS IN 2008 / 2009

- The contributions that different people and groups make to their local communities were recognised when we organised and held the first Community Achievement Awards ceremony
- Young people were encouraged to become more interested in the workings of local government and in raising awareness about the voting process when we held Local Democracy Week, the Grand School Council event and delivering the top voted idea (a talking waste bin!), and the 'I'm a Councillor – get me out of here' project at the Alec Hunter Humanities College
- We supported and assisted migrant communities and workers in the District by putting in place various support projects
- Local people and communities were encouraged to think of projects which will improve their local areas in the £50k 'Grab a Grant' competition run in partnership with Greenfields Community Housing, the Halstead Gazette and the Braintree and Witham Times
- We encouraged and supported more people to volunteer in their local communities by setting up the 'Volunteering Opportunities' web page which provides information and access to volunteering opportunities with BDC
- Braintree District Council staff appeared as TV Stars (!) in the BBCTV series 'The Planners are Coming'
- We produced a new Freedom of Information Publication Scheme for the Council
- The first edition of 'Democracy Counts' – a quarterly newsletter for Members – was published
- There was an increase in membership on the Youth Council to enable more young people to discuss topical issues
- Successful elections for the Young Essex Assembly were held which includes 8 Braintree members
- The Draft Local Development Framework Core Strategy and Sustainable Community Strategy ('One District One Vision') was issued for public consultation



PEOPLE TAKE PRIDE IN THEIR LOCAL AREAS – OUR KEY PROJECTS FOR 2009/2010

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project	Name of Partnership	Target Date	Project cost
LGRCSG 1 JB	A people's panel for the Braintree District	To ensure community input into key decisions and issues by establishing a People's Panel for the Braintree District	<ul style="list-style-type: none"> • People will have a greater understanding about the Council and what it does • More people will take part in local democracy and in decisions which affect their local areas People will feel more able to influence decisions which affect their local areas • People will feel more able to influence the way that services are provided and the way that their Council Tax is spent 	Sara Moutard	No – not at this stage	n/a	December 2009	£2,000 p.a. out of existing resources
LGRCSG 2 JB	Local Committee Consultation Event	Organise at least one consultation event per local committee to enable local councillors to engage with their local communities	Greater public awareness of local committees	Sharon Lowe	No	n/a	October 2009	Existing resources
LGRCSG 3 JB	Local Democracy Birthday Card Competition	Run a birthday card competition during Local Democracy Week	Encourage more young people to become more interested in local politics and government	Sharon Lowe	No	n/a	October 2009	Staff resource
LGRCSG 4 WS	Youth Council Development	Further develop the Braintree District Youth Council and ensure appropriate representation across the District	To address the perceptions of others about young people and to consult more effectively with the youth in the district	Charmaine Dean	No	n/a	December 2009	Existing staff resource with potential of accessing other funds
MB 1 JB	Community Achievement Awards	Further develop, organise and hold the 2 nd Community Achievement Awards Ceremony	Individuals who make a valuable contribution to their local communities / areas are recognised and rewarded	Sara Moutard	No	n/a	March 2010	Existing resources

Prog. Board / Portfolio	Project Title	Description of project	Outcomes	Project sponsor	Partnership Project	Name of Partnership	Target Date	Project cost
LGRCSG 5 GB	Local Committees working to improve Local Areas	Develop a programme of work for each of the Local Committees to work with and support community groups and parish councils on a range of initiatives to improve services in their local areas	Empowered local communities Increased understanding of local needs	Sharon Lowe	No	n/a	February 2010	Existing resources
LGRCSG 6 JB	Making it Easier to Contact Local Councillors	Improve the ways in which local constituents can contact their local Councillors by: <ul style="list-style-type: none"> • Raising the profile of local Councillors in their wards • Carrying out a feasibility study into other more innovative ways of holding councillor surgeries (including telephone and walkabout surgeries) 	Increased awareness of the role of the local Councillor Completed feasibility study identifying options for improving the ways in which the local Councillor can engage with their community	Sharon Lowe	No	n/a	December 2009 September 2009	Existing resources
PI&E 1 JB	The Local Public Service Provision Project	To agree a business case for face-to-face service provision across the district and to develop proposals for multi-agency service delivery from key locations in the District	Best options identified for providing face to face services across the District	Cherie Root	No	n/a	December 2009	Existing resources



PEOPLE TAKE PRIDE IN THEIR LOCAL AREAS – OUR DAY TO DAY ACTIVITIES FOR 2009/2010

We will carry on providing the following services on a day to day basis to achieve our objectives:

- Communicate with people – letting them know what is going on in their local areas and what the Council and our partners are doing to improve their quality of life
- Encourage people and partner organisations to become involved in the Local Committees in Witham, Braintree and Halstead by promoting what they do, how people can become involved in them and the outcomes from meetings
- Encourage more people to take a pride in their local environment through active involvement in keeping it clean and tidy
- Maintain Street Cleaning partnerships with our town and parish councils
- Provide pro-active support and advice to ensure that the Council's decision making process is open and transparent
- Administer and manage the Local Committees' funding scheme to ensure that the benefits are maximised to their full potential
- Ensure that our communications and relationships with the parish and town councils remain effective

**WE WILL ENSURE THAT PEOPLE ENJOY GROWING UP, LIVING AND WORKING IN THE BRAINTREE DISTRICT BECAUSE
IT IS A PLACE WHERE
WE DELIVER EXCELLENT, COST EFFECTIVE AND VALUED SERVICES**



OUR FOUR-YEAR OBJECTIVES IN RELATION TO THIS PRIORITY ARE THAT BY 2012:

- **All of our services will have been robustly reviewed and improvements put in place**
- **People will find it easier to contact us and we will provide speedier responses**
- **Greater use will be made of the our web-site and more transactions will be able to be dealt with electronically**
- **People will be able to access a range of public services through a shared 'one stop shop' office and customer service facility**
- **People who come to live in the District will be able to easily find out about the District and the services that are provided here**
- **Our citizens will be more satisfied with how they feel about the Council and about whether we provide value for money**



WE DELIVER EXCELLENT, COST EFFECTIVE AND VALUED SERVICES

Our actions under this theme comprise our internal Corporate Improvement Programme which has four main themes:

- Customer Service
- People and Performance
- Communications and Engagement
- Innovation and Efficiency

Collectively these are known throughout the organisation as our 'Shaping up for Excellence' themes.

Projects and initiatives have been identified under each of these themes for 2009/2010 and they are set out on the following pages.

CUSTOMER SERVICE



CUSTOMER SERVICE – WHAT WE ACHIEVED IN 2008 / 2009

- We re-affirmed our commitment to ensuring equality for local people in service delivery by achieving Level 3 of the Equalities Standard for Local Government
- A new Customer Access Strategy was published
- We reviewed performance management processes in the Customer Service Centre, including making better use of the available management information, implemented a new management structure and identified £40k in cost savings whilst improving service delivery and standards
- We reviewed the types of calls that go through the Customer Service Centre and introduced structured resource planning and flexible staffing resources so that call handling and response times match demand at peak periods
- The Automated Call Distribution Centre was reviewed to ensure that the system allows customers to get to the right person as quickly as possible
- We achieved our 15 second target for call answering in the Customer Service Centre
- The number of services that customers can access on-line was increased
- We made it easier for people to register to vote by introducing 'e-registration' as part of the annual canvass
- We made it easier for people to pay their bills by setting up a new 'on-line' payments system
- We reviewed the services provided at, and the location of, the area offices at Witham and Halstead – and identified other possible locations for customer interface throughout the District
- We took part in National Customer Service week – aiming to make sure that staff and members were aware of the work undertaken by the Customer Service Centre, as well as other services in the authority. This proved a success from the feedback received.
- As part of our Customer Access Strategy, mystery shopping was carried out on our Customer Service Centre. This was done in partnership with Colchester Borough Council, to provide a reciprocal service. The results are currently being analysed and an action plan is being produced to address any issues raised

- The Web Access module for Planning information has been improved to provide more information to customers
- To further improve transparency in decision-making, planning committees are now routinely webcast every fortnight, allowing those interested to watch the committees without having to travel to Braintree



CUSTOMER SERVICE – OUR PLANS FOR IMPROVEMENT IN 2009 / 2010

The improvement plan for the theme of Customer Service will be included in the **Customer Access Strategy** and its associated Action Plan.

Some of the key improvements to be taken forward during 2009/2010 are:

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
PI&E 2 JB	Customer Service Excellence Award	Achieve the Customer Service Excellence Standard for two services in the authority as part of the wider project to achieve the Standard for the whole authority	Improved focus on customer service Clear demonstration of our commitment to deliver excellent customer service	Allan Reid	No	n/a	March 2010	Existing resources
PI&E 3 ML	Service Standards	Customer Service Standards – update all of our service specific customer standards and targets and publish them widely	People will be clear about what to expect when they contact us and about the level of service they will receive when they need to use any of our services	Allan Reid	No	n/a	December 2009	Existing resources
PI&E 4 JB	Implementing Corporate customer services standards	Consult with customers and implement new corporate Customer Services Standards	Customers will have clear expectations about the level of service when they contact us	Chris Fleetham	No	n/a	June 2009	Existing resources
MB 2 ML	A review of the mobile phone interface for the website	Review the possibility of making our website accessible to people using mobile phones	Increased number of methods by which customers can access services	Cherie Root	No	n/a	June 2009	Existing resources
SOC 24 WS	Beat Officer Surgeries	Work with Essex Police to provide Beat Officer surgeries from Causeway House	Provision of services from convenient locations for our customers	Cherie Root	Yes	Essex Police	June 2009	Existing resources

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
LGRCSG 7 JB	Improved Council and Democracy web pages	Improve the appearance, content and functionality of the Council and Democracy web pages to make them more accessible and relevant to the public	Information on local decisions will be easier to find and understand	Sharon Lowe	No	n/a	November 2009	Existing resources
PI&E 5 ML	Creation of an ICT Security Policy	Create an ICT security policy that meets the Government Connect Code of Connection and connects to the GSI network	Greater security of our customers personal information	Cherie Root	Yes	Essex On Line Partnership	June 2009	Existing resources
PI&E 6 ML	Information Security Policy	Develop and implement an Information Security policy for the Council	Greater security of our customers personal information	Trevor Wilson	No	n/a	Draft policy June 2009	Existing resources

PEOPLE AND PERFORMANCE



PEOPLE AND PERFORMANCE – WHAT WE ACHIEVED IN 2008 / 2009

- We continued to demonstrate that we are a good employer by achieving Investors in People Re-accreditation (we've now held the award for 17 years!)
- An improved framework for Trades Union consultation and negotiation has been developed and put in place
- All service unit managers received training in: Performance management and business planning, service improvement and lean methodology, change acceleration process and commissioning and contract management and corporate manslaughter
- We introduced new self-development courses – attended by over 80 members of staff including: managing aggressive people and stress management, the British Computer Society Level 2 qualification, NVQ's under the 'Train to Gain' scheme and the 'Skills for Life' programme aimed at developing the literacy and numeracy skills of staff
- We introduced a modern apprenticeship programme and linked it with the provision of a temp resource pool for the Authority
- We ensured equality of opportunity for all staff in accessing the support they need to learn and develop by issuing guidance to all staff on fair access
- A proposal was developed for an improved employee suggestion scheme in order to improve employee engagement. It will be launched in April and is called 'Brainwaves'
- A leadership development event was held for all senior managers to enable improved corporate performance.
- A corporate Learning Framework has been developed which will enable access to a wide range of learning activities directly linked to individual competencies within the Council's Competency Framework
- A learning agreement has been developed for Operations. Training has already taken place in IT, numeracy and literacy. NVQ's in horticulture and waste are being investigated.
- Skills for Life – 9 members of staff have undertaken training in adult numeracy and literacy, and achieved a 100% pass rate
- Regular communications were developed with all staff in order to promote the learning and development activity available within the organisation

- An Annual Award ceremony, recognising personal and team achievement in customer service, innovation & efficiency, contribution to the community, personal development and 'going the extra mile', was held and was extremely well received
- We produced the "You Make the Difference" DVD for managers and staff which showed how staff and services make a difference to people's lives in the District
- A critical analysis was conducted and improvements implemented to sickness absence management processes and policies. This included briefing sessions for all Managers; improved reporting and monitoring; better management information; and absence review meetings. Work has started on promoting and encouraging healthier lifestyles and employee wellness. These structured actions are having the desired effect and sickness absence has been greatly reduced. We are predicting a top quartile position for our statistics on sickness absence in 2008/2009
- A presentation on succession planning and talent management was delivered to all senior managers in order to accurately profile workforce performance and its future potential
- Introduction of childcare vouchers for the organisation was investigated with a view to implementation in the spring.



PEOPLE AND PERFORMANCE – OUR PLANS FOR IMPROVEMENT IN 2009 / 2010

The improvement plan for the theme of People and Performance is included in the **Workforce Development Plan** and the **Organisational Development Plan 2009/2010** and their associated Action Plans. These include improvements identified through the Investors in People assessment which was carried out in March 2008.

Some of the key improvements to be taken forward during 2009/2010 are:

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
MB 3 ML	Implement Talent Management and Succession Planning	Implement talent management and succession planning	Effective succession planning and building of organisational capacity leading to improved performance. Effective planning and use of resources	Allan Reid	No	n/a	July 2009	Existing resources
MB 4 ML	Management Development Programme	Implement a three-year management development programme building leadership capabilities to drive business performance	A skilled and developed workforce prepared for the challenges of the future and equipped to deliver. Improved talent management and succession planning. Improved organisational leadership and accountability	Helen Krischock	No	n/a	March 2010	Existing resources
MB 5 ML	Health and Wellbeing programme	Create and develop a health and wellbeing strategy and programme for the council	Organisational health improved thereby improving corporate performance, improvement in sickness level sustained	Helen Krischock	No	n/a	April 2009	Existing resources
MB 6 ML	Establish a Programme and Performance Management Office (PMO)	A PMO will be set up for 12 months to improve project and performance management in the organisation	Improved delivery of projects and improved performance management	Chris Fleetham	No	n/a	March 2010	£50k capital £29,100 revenue
LGRCSG 8 GB	Member Development Programme	Develop and put in place a comprehensive training programme for our elected councillors	Councillors are clear about their roles and responsibilities and are aware of how to perform effectively	Allan Reid	No	n/a	December 2009	Existing resources

COMMUNICATIONS AND ENGAGEMENT



COMMUNICATIONS AND ENGAGEMENT – WHAT WE ACHIEVED IN 2008 / 2009

- Three different versions of our corporate magazine 'Contact' were published to reflect more closely the issues of importance in each of the three areas in the District (Witham, Braintree and Halstead)
- Recycling and other campaigns were held at 32 Summer road-shows and fetes throughout the District
- Fifteen environmental campaigns were completed - covering issues from 'Real Nappies' to smoking related litter
- Our marketing and campaigns function was reviewed and restructured with a view to implementing a more commercial focus on service based marketing
- The national Place Survey was carried out in the District in October and November – results awaited
- We re-introduced our staff newsletter 'Re-Connect' which is now published every two months
- We improved the front page of our website
- Information about the Council's achievements, improvements and financial management were set out clearly and in an understandable way in the 2008 Annual Report for Braintree District Council, published in January 2009.
- People were encouraged to recycle their Christmas trees and associated material at three roadshows held in December and through the preparation of a special edition of the Recycling Newsletter which was distributed to every household in the District. Figures will be monitored to see what improvement there is on last years' figures.
- Children and young people were encouraged to 'recycle' their toys at the first 'Toy Swap' in the District which was held at St. Peter's School in Sible Hedingham. It was hailed a great success and other venues will be explored.
- People in the District received easier to understand information through a 'joined up' Council Tax Leaflet for 2009/2010, produced in partnership with Essex County Council, the Police and the Fire and Rescue Service
- Information about the Council's achievements, improvements and financial management were set out clearly and in an understandable way in the 2008 'Annual Report' for Braintree District Council, published in January 2009
- Recruitment for the new 'People's Panel' started
- We produced an A to Z Guide to public services in partnership with Essex County Council



COMMUNICATIONS AND ENGAGEMENT – OUR PLANS FOR IMPROVEMENT IN 2009 / 2010

The improvement plan for the theme of Communications and Engagement will be included in the **Marketing and Communications Strategy** and its associated Action Plan for 2009/2010.

Some of the key improvements to be taken forward during 2009/2010 are:

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
PI&E 7 JB	District Priorities and Value for Money - Communications Campaign and Survey	Run a communications campaign which explains the priority issues for the District and what we are doing about them and how this represents value for money. Develop and run a value for money survey	People will know what their Council tax is being spent on and will be able to form a view on whether we provide value for money.	Sara Moutard	No	n/a	Campaign - May 2010 VFM Survey to be run in July 2009 – results available by October 2009	£15,000 – already in budget
PI&E 8 JB	A review of Online Consultation Tools	Review the online consultation tools on the website and make recommendations as to the ways we consult with our citizens online.	Increased number of ways that our customers can take part in decision making	Cherie Root	No	n/a	September 2009	Existing resources
PI&E 9 JB	Community Engagement and Customer Surveys	Develop a robust rolling programme to assess customer views about the District, the way we provide our services and to identify improvements which can be put in place to ensure that customer satisfaction increases – both with the way we provide our services and with the Council overall Carry out those activities and surveys in the programme which are scheduled for 2009/2010	People will be able to influence and improve the things that happen in the District and the way that we provide services. They will be able to more easily let us know when they think we are and when we are not doing things right	Sara Moutard	No	n/a	Programme developed by June 2009 As scheduled	Programme development through existing resources. New programme may require additional resources

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
LGRCSG 9 JB	Member information proposal	Develop processes to enable members to access timely and relevant information on activities and issues affecting their ward	Improve the quality of information that Members receive on activities and issues in their ward	Sharon Lowe	No	n/a	December 2009	Existing resources
PI&E 10 ML	Clearer and more Understandable Financial Reporting	Develop a more proactive and clearer approach to communicating the Medium Term Financial Strategy to key stakeholders in an easily understandable format	People will be able to understand clearly what their Council Tax is spent on, what the Council does and how it plans for the future	Sara Moutard / Trevor Wilson	No	n/a	January 2010	Existing resources

INNOVATION AND EFFICIENCY



INNOVATION AND EFFICIENCY – WHAT WE ACHIEVED IN 2008 / 2009

- In our 2008 Use of Resources assessment by the Audit Commission we received an overall score of 3, with a maximum score of 4 for Financial Reporting – an excellent result which shows that the Council is well run and efficient
- £40k of savings were realised by reviewing and restructuring the Customer Services Centre whilst improving service standards
- We carried out a Waste Management Business Efficiency Policy Review - £373,000 of efficiencies and service improvements were identified – to be delivered during 2009 –2011
- £50k of efficiencies were identified through a review of our Revenues and Benefits functions
- £15k of efficiencies were identified through joint working between Colchester Borough Council and BDC's Building Control Services
- The partnership Procurement Hub hosted by Braintree District Council achieved £204,224 in rebates, exceeding target of £200,000 for year 2 of operation
- Our Cultural Services were reviewed and a more efficient structure put in place
- We set up a joint car parking service with Colchester Borough Council and identified efficiencies / additional income of £45k
- We significantly improved performance in our Development Control Service and achieved Top Quartile performance in our Housing / Council Tax Benefits service (from 3rd and Bottom quartile in the previous year)
- Operational savings were identified and new income-generating schemes were implemented at the Town Hall Centre
- The roll out of IDOX continued across the authority: there are now 170 staff using the system. During Quarter 3 a new test system was introduced and the whole system was upgraded as well as more services coming online
- The GIS and UNIFORM systems have now been integrated to ensure accurate geographic information for planning officers, environmental officers, building control and the finance team
- A review was carried out of how we manage projects and performance. As a result, improved governance arrangements have been designed, and a Programme Management Office will be set up during 2009.



INNOVATION AND EFFICIENCY – OUR PLANS FOR IMPROVEMENT IN 2008 / 2009

The improvement plan for the theme of Innovation and Efficiency incorporates the actions and improvements arising from:

- the Business Efficiency Programme of service reviews and improvements
- the outcomes from any other external inspections or assessments which have been carried out during 2008/2009 which include outstanding actions

Some of the key improvements to be taken forward during 2009/2010 are:

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
PI&E 11 ML	Business Efficiency Reviews	Establish process of review and assist with their delivery to enable the identification of £500,000 savings by 2010/11	Identification of £500,000 of savings	Chris Fleetham	No	n/a	February 2010	Existing resources
PI&E 12 NH	Define working arrangements between BDC and Braintree District Museum Trust Ltd.	Review the work of the Museum Trust and seek to address the serious financial shortfall being experienced by the Trust with regards to the Warner's Textile Archive.	The long term future of the Warner Textile Archive will have been secured	Russell Everard	Yes	Museum Trust Ltd.	October 2009	This project will be managed and delivered by the Museum Service using existing resources
PI&E 13 ML	More Efficient Printing and Copying	Undertake a review of existing departmental photocopiers and desktop printers and print facilities throughout the organisation	Cost savings potentially identified and achieved More efficient and effective use of resources	Sara Moutard	No	n/a	September 2009	Existing staff resources

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
PI&E 14 ML	Fees and charges review	Develop and implement an annual process for dealing with fees and charges	Robust process implemented for the 2010 / 2011 budget	Trevor Wilson	No	n/a	October 2009	Existing resources
PI&E 15 ML	Review of payroll	Review of payroll system together with HR system to achieve efficiencies and provide solutions to improve the resilience of the service	Improved resilience of the service	Trevor Wilson	No	n/a	Review enabling consideration of options completed by June 2009	Existing resources
PI&E 16 ML	Procure-to-Pay review	Provision of an electronic link between procurement and payments systems. Enabling the receipt and processing of electronic invoices from suppliers	Implementation of new system resulting in reduced duplication and increased efficiency	Trevor Wilson	No	n/a	Review enabling consideration of options - May 2009 Implementation – January 2010	Not yet known
PI&E 17 ML	Review of legal spend	Reduce the external legal spend by undertaking a detailed options appraisal and implementing the most appropriate options for the provision of legal services across the council	Completed options appraisal and implementation of recommendations that will deliver more cost effective services to the Council	Sharon Lowe	No	n/a	September 2009 – complete Options Appraisal March 2010 - Implementation	Existing resources
PI&E 18 ML	Financial Regulations	Review the financial and other regulations in the Council's Constitution	Clear and transparent approach to governance ensuring that the regulations meet best practice	Trevor Wilson	No	n/a	June 2009	Existing resources
PI&E 19 WS (+ SOC)	Review of Concessionary Fares - tokens scheme	To review the community transport tokens scheme to include reviewing transport needs of our elderly citizens and those with mobility difficulties	Options appraisal prepared identifying future service alternatives	Charmaine Dean	No	n/a	September 2009	Existing resources

Prog. Board / Portfolio	Project Title	Description of Project	Outcomes	Project Sponsor	Partnership Project	Name of Partnership	Target Date	Project Cost
SOC 25 WS	Citizens Advice Bureau - Service Level Agreement Review	To implement additional monitoring within the Service Level Agreement with the Citizens Advice Bureau (CAB) of the extra funding agreed by Cabinet for the next 3 years	To ensure that the demands of our citizens are met during this time of economic difficulty	Charmaine Dean	Yes	CAB	6 monthly until March 2012	Existing Resources
PI&E 20 PP	Waste Management Options Appraisal	To identify the most cost effective option for the future delivery of the refuse and recycling services	The Council will be able to determine the best method of future service delivery	Paul Partridge	No	n/a	March 2010	Existing staff resources
PI&E 21 ML	Workstyle Project	Review our office accommodation requirements in light of the amount of space which will become available when Greenfield's Community Housing Association move to their new premises in September	Effective and efficient use is made of our property assets resulting in minimising costs	Trevor Wilson	No	n/a	September 2009	Provision of £200k in capital programme
PI&E 22 GB	Effective Partnership Working	Embed arrangements surrounding monitoring and reporting the financial performance of partnerships	The cost-benefit of partnership working is clear, evidence-able and transparent	Sara Moutard	Yes	LSP and other significant partnerships	Ongoing	Existing resources
LGRCSG 10 JB	Committee Management Software	Improve efficiency of committee management by implementing new software	More efficient and effective use of resources Decision processes easier to manage and understand	Sharon Lowe	No	n/a	November 2009	Existing resources
PI&E 23 LPN	Review of Leisure Services (Task and Finish Group Project)	Carry out a review of leisure services focusing on the level, cost and value of provision	The Council is well placed to ensure that appropriate decisions can be made about the future of leisure services at Braintree District Council	To be agreed	No	n/a	To be agreed by Overview and Scrutiny	Existing resources
PI&E 24 WS	Community Halls Review	Conclude the review of our community halls	The future of each of the halls and the Council's future policy on the ownership and use of community facilities is clear	Chris Fleetham	No	n/a	To be agreed	Existing resources

GLOSSARY

	Definition	For more information contact:
BDLAA	The Braintree District Local Area Agreement	Sara Moutard
C&G	The Clean and Green Programme Board	Allan Reid
CDRP	The Braintree District Crime and Disorder Reduction Partnership (part of the LSP)	Charmaine Dean
CSC	Customer Services Centre	Cherie Root
CYPSP	The Braintree District Children and Young People's Partnership (part of the LSP)	Charmaine Dean
ECC	Essex County Council	Sara Moutard
E&I	The Economic and Infrastructure Programme Board	Allan Reid
EET	The Essex Environment Trust	Paul Munson
GAF	Growth Area Funding	Paul Munson
ICT	Information and Communications Technology	Cherie Root
LAA	The 2 nd Essex Local Area Agreement	Sara Moutard
LABGI	Local Authorities Business Growth Incentive	Russell Everard
LDF	Local Development Framework	Paul Munson
LGRCSG	Local Government Reform Cabinet Sub-Group	Sharon Lowe
LSP	The Braintree District Local Strategic Partnership	Sara Moutard
MB	The Council's Management Board	Allan Reid
NI	National Indicator	Sara Moutard
PI&E	Performance, Innovation and Efficiency Programme Board	Allan Reid
PMO	The Council's Programme Management Office	Cherie Root
PRG	Performance Reward Grant Funding (through the Essex LAA)	Sara Moutard
RCCE	Rural Community Council for Essex	Sharon Lowe
SCS	The Braintree District Sustainable Community Strategy	Sara Moutard
SOC	The Supporting our Communities Programme Board	Allan Reid
VFM	Value For Money	Sara Moutard