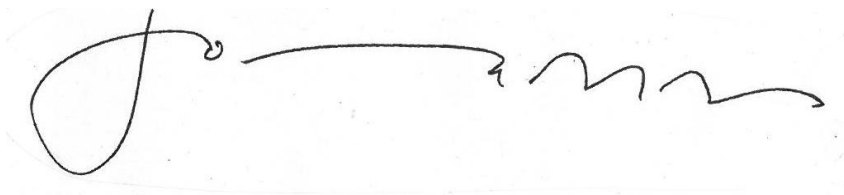


# Summons

To all Members of  
Essex County Council

You are hereby summoned to attend the meeting of the County Council to be held in the Council Chamber at County Hall, Chelmsford at 10:00 on Tuesday, 09 July 2013 to deal with the business set out in the following Agenda

The meeting is scheduled to end by 1:30 pm.



**Joanna Killian**  
Chief Executive

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**Officer Support to the Council:** Andy Gribben, Governance Officer  
**Telephone:** 01245 430044  
**Email:** [andy.gribben@essex.gov.uk](mailto:andy.gribben@essex.gov.uk)

This meeting is open to the public and the press.

The agenda is available on the Essex County Council website, [www.essex.gov.uk](http://www.essex.gov.uk). On the home page select 'Your Council' and then 'Meetings and Decisions'. Finally, select 'Full Council' on the date shown above from the meeting calendar.

The agenda and associated documents can be provided on request in alternative formats such as large print, Braille and on disk.





# Agenda

## **Business to be conducted at the meeting on Tuesday, 09 July 2013**

The meeting will be preceded by Prayers led by the Right Reverend John Wraw, Bishop of Bradwell.

		<b>Page</b>
<b>1</b>	<b>Apologies for Absence</b>	
<b>2</b>	<b>Declarations of Interest</b> To note any declarations of interest to be made by Members	
<b>3</b>	<b>Confirmation of the minutes of the meeting held on 14 May 2013</b>	<b>5 - 14</b>
<b>4</b>	<b>Confirmation of the minutes of the special meeting held on 14 May 2013</b>	<b>15 - 16</b>
<b>5</b>	<b>Chairman's Announcements and Communications</b>	
<b>6</b>	<b>Receipt of petitions and deputations</b>	
<b>7</b>	<b>Executive Statements</b>	
<b>8</b>	<b>Motions (Standing Order 16.11.2)</b>	<b>17 - 20</b>
<b>9</b>	<b>To receive a report on the ECC Vision Statement 2012-2017</b>	<b>21 - 34</b>
<b>10</b>	<b>To receive a report of matters reserved to the Council and to consider any recommendations</b>	<b>35 - 42</b>
<b>11</b>	<b>To receive a report of Cabinet Issues</b>	<b>43 - 46</b>

<b>12</b>	<b>To receive the Annual Report of the Essex Pension Fund Board</b>	<b>47 - 52</b>
<b>13</b>	<b>Questions (Standing Order 16.12)</b>  a) Oral questions of the Leader, Cabinet Member or the chairman of a committee upon any matter relevant to the business of the Council  b) Written questions (Standing Order 16.12.3)  c) Oral questions of the representative of the Essex Police and Crime Panel  d) Oral questions of the representative of the Essex Fire Authority on any matter relevant to the business of that Authority.	
<b>14</b>	<b>The report of the Essex Fire Authority's meeting held on 5 June 2013 is attached</b>	<b>53 - 56</b>

# Minutes of a meeting of Essex County Council held at County Hall, Chelmsford on 14 May 2013

## Present

Chairman: Councillor K Twitchen

Vice-Chairman: Councillor N Hume

## Councillors:

J Abbott	R Gadsby	D Louis
J F Aldridge	K Gibbs	M Mackrory
W Archibald	R J Gooding	R A Madden
B Aspinell	I Grundy	M Maddocks
Mrs S Barker	C Guglielmi	M McEwen
R L Bass	D Harris	M McGeorge
A Bayley	A M Hedley	Mrs V Metcalfe
K Bentley	G Helm	A Naylor
K Bobbin	I Henderson	Lady P Newton
R G Boyce	Mrs T M A Higgins	P Oxley
A Brown	R Hirst	M J Page
M Buckley	P Honeywood	J W Pike
G Butland	R C Howard	C C Pond
J Chandler	M Hoy	Mrs J M Reeves
P Channer	J Huntman	S Robinson
K Clempner	A J Jackson	C Seagers
T Cutmore	E C Johnson	K Smith
M Danvers	J G Jowers	J Spence
J A Deakin	D J Kendall	Mrs A Turrell
T Durcan	J Knapman	S Walsh
M Ellis	N Le Gresley	R G Walters
A Erskine	S Lissimore	J Whitehouse
D Finch	J Lodge	A Wood
M D Fisher	R Lord	J A Young

The meeting was preceded by prayers led by The Reverend Canon Carol Smith, County Council Chaplain and Vicar of the Church of England Parish Churches for Moulsham Lodge with Tile Kiln and Moulsham St John's, in the Diocese of Chelmsford.

**1. Election of Chairman**

It having been proposed by Councillor D Finch and seconded by Councillor A M Hedley it was

**Resolved:**

That Councillor K Twitchen be elected Chairman of the County Council for the forthcoming Municipal Year.

Councillor Twitchen made and signed the Declaration of Acceptance of Office.

**2. Appointment of Vice-Chairman**

It having been proposed by Councillor K Bentley and seconded by Councillor J Aldridge it was

**Resolved:**

That Councillor N Hume be appointed Vice-Chairman of the County Council for the forthcoming Municipal Year.

Councillor Hume made and signed the Declaration of Acceptance of Office.

**3. Apologies for Absence**

Apologies for absence were received on behalf of Councillor D Blackwell.

**4. The Return of Members Elected**

Council received from the Chief Executive a report setting out the return of members elected and the consequent allocation of committee seats in compliance with the political balance rules.

The Chairman responded to questions regarding political proportionality, opposition groups and appointments to the Fire Authority.

**5. Declarations of Interest**

There were no declarations of interest.

## **6. Minutes of the meeting held on 5 February 2013**

### **Resolved:**

That the minutes of the meeting held on 5 February 2013 be approved as a correct record and signed by the Chairman, subject to Minute 15 being amended to read as follows:

‘In response to a question from Councillor J Young regarding press reports attributed to the Fire Service Minister regarding plans to close fire-stations in the UK, Councillor Hedley, the Essex Fire Authority representative, replied that the review underway at present was complex but he would raise the matter at the AGM of the Essex Fire Authority and he invited Councillor Young, at the forthcoming LGA meeting to do the same.’

## **7. The Member Development Charter**

The Chairman informed members that the Council had achieved the Member Development Charter. At the invitation of the Chairman the award was presented by Councillor Jim Ranger, on behalf of the Chairman of the East of England Local Government Association. He asked members to note that in the view of the LGA this was one of the most exceptional assessments ever undertaken.

The Chairman congratulated the members and officers for the achievement and paid particular tribute to Councillor J Aldridge, Chairman of the Member Development Steering Group, and Joanna Boaler, Member Support Manager, for their respective contributions.

## **8. Local Government Chronicle Awards 2013**

The Chairman informed members that the Council had been shortlisted in the Local Government Chronicle Awards 2013 for the following awards:

- Central Services Team of the Year (for the Procurement Delivery Team),
- Corporate Governance,
- Council of the Year,
- Public / Private Partnership (for the integrated property and facilities partnership) and
- Public Sector Partnerships (for the Essex Countywide Traveller Unit).

and to note that from this shortlist Essex County Council won national recognition for:

- Corporate Governance and
- Public Sector Partnerships for the Essex Countywide Traveller Unit.

The Chairman received on behalf of the Council, from Councillor D Finch, the Corporate Governance Award.

**9. The Public Sector People Manager's Association Award**

The Chairman informed members that the Council had also won an award at the Public Sector People Manager's Association on 19 April 2013. The Council took first place in the Human Resources category 'Making a difference through Employee Engagement'.

The Chairman noted that this was in recognition of the collaborative work between the County Council and the Essex Engagers and she congratulated all involved.

**10. Memorial Service**

The Chairman informed members that she had represented the Council at the memorial service held for former Councillor Joan Beard and past Chairman of the Council who had died in December.

**11. Congratulations**

The Chairman asked members to note that the prayers that had preceded the meeting of Council had been conducted by the Reverend Canon Carol Smith who had recently been made a non-residential Canon of Chelmsford Cathedral. This was a significant achievement and honour and on behalf of the Council she congratulated her.

**12. Presentation of Petitions**

The Chairman formally received petitions relating to;

- a request that the speed limit be cut from 30 mph to 20 mph in the Roach Vale Estate, Colchester presented by Councillor Theresa Higgins and
- that there be a renewal of pavements and kerbs in Softwater Lane, Hadleigh presented by Councillor Jillian Reeves.

**13. Notification of the Memberships of the Political Groups and the names of Group Leaders and their Deputies**

The report of the memberships of the Political Groups and the names of Group Leaders and their Deputies was received.

**14. Appointment of the Leader of the Council**



It having been proposed by Councillor J Pike and seconded by Councillor S Barker, it was

**Resolved:**

That Councillor David Finch be appointed Leader of Essex County Council.

He then made a statement to Council, thanking members for his election. He paid tribute to the former Leader, Mr Martin, congratulated all members for their election, expressed his appreciation to those members who had worked hard but for various reasons had not returned and outlined his vision for Essex and plans for the next four years.

**15. Notification from the newly-elected Leader of the appointment of the Cabinet including the Deputy Leader of the Council, the powers delegated to them and the appointment of Deputies**

The report detailing the appointments to Cabinet, including the Deputy Leader of the Council, the powers delegated to them and the appointment of Deputies was received.

The Leader gave further clarification on the way that the Opposition Groups will be represented on the Corporate Scrutiny Committee.

**16. Council Issues**

The report of Council Issues was received.

Upon being put to the meeting the recommendation relating to Item 1 (Scrutiny) was agreed and accordingly it was

**Resolved:**

(1) That the Council

(a) establish the following overview and scrutiny committees with the terms of reference set out in the amended Articles 9 and 10 of the Constitution in Appendix 1:

- Corporate Scrutiny Committee (14 members)
- People and Families Scrutiny Committee (18 members including 4 statutory co-opted members)
- Place Services and Economic Growth Scrutiny Committee (14 members)
- Health Overview and Scrutiny Committee (16 members including 4 co-opted representing city, borough and district councils) in place of the existing Executive Scrutiny and Children and Young People, Community and Older People and Economic Development,

Environment and Highways Policy and Scrutiny Committees and the former statutory Health Overview and Scrutiny Committee.

- (2) That the Monitoring Officer be authorised to make any necessary adjustments to the Constitution in relation to the numbers and proportions on Committees arising from the review of scrutiny and the political proportionality on Committees.

Before the recommendation to Item 2 (Special responsibility Allowances) was put to the meeting it was moved by Councillor S Robinson and seconded by Councillor D Kendall that recommendation 2 (i) detailing the deletions of Special Responsibility Allowances be amended such that the allowance for the Deputy Leader of the Conservative Group also be deleted.

Upon being put to the meeting the amendment was declared to be lost. Upon being put to the meeting the recommendation relating to item 2 was agreed and accordingly it was

**Resolved:**

That, having regard to the report of the Independent Remuneration Panel, the Council adopts a scheme of member allowances based on the current scheme but with the following additions and deletions:

- (i) Delete the following Special Responsibility Allowances:
- Deputy to Cabinet Member paid at £16,625
  - Deputy Leader of Main Opposition Group
  - Leader of Main Opposition Group
  - Chairman of Appeals Panel
  - Opposition Spokesperson
- (ii) Add the following special responsibility allowance:
- Leader of one of the three largest opposition groups: £5,350.

Upon being put to the meeting the recommendation relating to Item 3 (Changes to the Constitution) was agreed and accordingly it was

**Resolved:**

That the Constitution be amended as set out below:

Issue	Current	Proposed replacement
Paragraph 7.8 of the Constitution governs when people who are not members of the Cabinet may speak at Cabinet	Representatives of the opposition group on the Council may attend Cabinet meetings with the entitlement to speak (NB: only one observer may speak about any one	

meetings.  It is proposed that this provision be deleted and not replaced as, subject to the Code of Member Conduct, all members may attend Cabinet Meetings and are permitted to speak with the permission of the Chairman.	report). The number and names (including a designated substitute) will be agreed by way of a Protocol between the Political Groups and will reflect the political composition of the Council from time to time.	
Paragraph 16.12.2(iii) allows for the leader of the opposition to make a 10 minute speech in reply to the proposed budget.  It is proposed to reduce the time to six minutes and to grant this right to the three largest political groups.	the Leader of the Opposition Group when responding to the budget speech – 10 minutes.	Each Leader of the three largest Opposition Groups when responding to the budget speech – 6 minutes.
Paragraph 16.21 allows Executive Members to make executive statements. All Councillors may ask questions in response. Under the constitution the Leader of the Opposition has a formal right of reply, although this has not in practice been exercised as the dialogue takes place in the question and answer process.  It is recommended that this provision be removed.	The Leader of the Council or a Cabinet Member may update the Council on current issues of importance that cannot be covered elsewhere as part of the usual business, provided that the Leader of the Opposition will have an equivalent opportunity to reply.	The Leader of the Council or a Cabinet Member may update the Council on current issues of importance that cannot be covered elsewhere as part of the usual business.
Paragraph 16.21 continued 16.21.1 (ii)	The subject of any proposed statement and the identity of the person who will be making it should be notified to the Governance Manager by 5.00pm on the Friday prior to the Council meeting, for e-mail notification to all Members of the Council and to provide the Leader of the Opposition with a reasonable opportunity to prepare.	The subject of any proposed statement and the identity of the person who will be making it should be notified to the Governance Team Manager by 5.00pm on the Friday prior to the Council meeting, for e-mail notification to all Members of the Council

Paragraph 16.21 continued 16.21.1 (iii)	In exceptional circumstances where it has not been possible to provide notification and identify the person making the statement by 5:00pm on the Friday prior to the Council meeting, such notification and identification shall be made to the Lead Governance Officer as soon as possible for notification to the Leader of the Opposition and for the agreement of the Chairman of the Council that it may proceed.	In exceptional circumstances where it has not been possible to provide notification and identify the person making the statement by 5:00pm on the Friday prior to the Council meeting, such notification and identification shall be made to the Governance Team Manager as soon as possible for notification to the leaders of all political groups and for the agreement of the Chairman of the Council that it may proceed.
Paragraph 16.21 continued 16.21.1 (v) and (vi)	(v) The Leader of the Opposition or other nominated Member of the Opposition group on the Council will have the right to reply, up to a maximum of five minutes, including any questions which require a response from the originator of the Statement. (vi) The originator of the Statement shall respond briefly to the matters raised in the Opposition's response.	Delete and renumber paragraph (vii) to (v)
19.6 – Chair of Executive Scrutiny (now to be called Corporate Scrutiny Committee).  The role of Chairman of this committee will be open to the leaders of the three largest opposition groups.	<b>19.6 Chairmanship</b> At its annual meeting the Council shall elect a Chairman of each Overview and Scrutiny Committee. The Leader of the Opposition shall be elected as Chairman of the Executive Scrutiny Committee.	<b>19.6 Chairmanship</b> At its annual meeting the Council shall elect a Chairman of each Overview and Scrutiny Committee.  The Council will elect a Chairman of the Corporate Scrutiny Committee from the Leaders of the three main opposition groups each year in alphabetical order by Group name.

## 17. Political Groups' appointments to committees

The report of Political Groups' appointments to committees was received, subject to Councillor Pike being deleted as a Conservative substitute on the People and Families Scrutiny Committee.

**18. Appointment of Chairmen of Committees**

The report of the Appointment of Chairmen of Committees was received.

**19. County Council Nominations to the Health and Wellbeing Board**

The report of Council nominations to the Health and Wellbeing Board was received.

**20. Appointment of the County Council Representative to the Essex Police and Crime Panel**

The report of the appointment of the Council representative to the Essex Police and Crime Panel was received.

**21. Appointment of the County Council Representatives to the Essex Fire Authority**

The report of the appointment of the Council representatives to the Essex Fire Authority was received subject to the Leader of the Green Party, Councillor J Abbott advising members that the vacancy attributed to the Green Party noted in the recommendation would be filled by Councillor M Hoy.

**22. To note the dates of future meetings of Council**

The dates of future meetings were noted.

**23. Special Vote of Thanks**

On the recommendation of the Chairman, Council agreed a special vote of thanks to The Monitoring Officer, Terry Osborne and The Governance Team Manager, Colin Ismay, and their staff who had worked tirelessly since the election so that new members should be welcomed to the Council, the appointments to committees made and the preparation for this meeting be complete.

The meeting closed at 11:45

Chairman

9 July 2013



# Minutes of a special meeting of Essex County Council held at County Hall, Chelmsford on 14 May 2013

Chairman: Councillor K Twitchen

Vice-Chairman: Councillor N Hume

## Councillors:

J F Aldridge	I Grundy	M Mackrory
B Aspinell	C Guglielmi	R A Madden
Mrs S Barker	D Harris	M Maddocks
R L Bass	A M Hedley	M McEwen
A Bayley	G Helm	Mrs V Metcalfe
K Bentley	I Henderson	A Naylor
R G Boyce	Mrs T M A Higgins	Lady P Newton
A Brown	R Hirst	P Oxley
G Butland	P Honeywood	M J Page
J Chandler	R C Howard	J W Pike
P Channer	J Huntman	C C Pond
K Clempner	A J Jackson	Mrs J M Reeves
T Cutmore	E C Johnson	S Robinson
M Danvers	J G Jowers	C Seagers
J A Deakin	D J Kendall	J Spence
M Ellis	J Knapman	Mrs A Turrell
A Erskine	N Le Gresley	S Walsh
D Finch	S Lissimore	R G Walters
M D Fisher	J Lodge	J Whitehouse
R Gadsby	R Lord	A Wood
K Gibbs	D Louis	J A Young
R J Gooding		

**1. Appointment of Honorary Aldermen**

The report concerning the Appointment of Honorary Aldermen was received and upon being put to the meeting the recommendation was agreed and accordingly it was

**Resolved:**

That in accordance with Section 249 of the Local Government Act 1972, the persons named below be appointed Honorary Aldermen of the County of Essex:

- Mr Bill Dick
- Mrs Elizabeth Hart
- Mr Jeremy Lucas
- Mr Peter Martin
- Mr Gerard McEwen
- Mrs Iris Pummell.

The resolution relating to each of the nominees was passed by two-thirds of the members voting at the meeting.

The meeting closed at 11:50

Chairman

9 July 2013



# Motions under Standing Order

## 16.11.2

### 1. A12 Ban on Lorries Overtaking

Moved by Councillor R Bass and seconded by Councillor K Bentley.

‘This Council, mindful of the nuisance, danger and congestion caused by lorries attempting to overtake one another and regularly blocking two lanes of the A12 for extended periods on a rolling basis, calls upon the Secretary of State for Transport to direct the Highways Agency, as a matter of urgency, to pilot a scheme whereby HGVs are restricted to the nearside lane on both carriageways of the A12 Trunk Road between Marks Tey and Boreham interchanges during the hours of 6.00am to 10.00pm daily. It also requests support from Essex MPs for this proposal.’

### 2. Public Speaking at Meetings

Moved by Councillor D Harris and seconded by Councillor J Abbott.

Supported by Councillors W Archibald, B Aspinell, K Bobbin, K Clempner, M Danvers, J Deakin, T Durcan, M Fisher, I Henderson, T Higgins, M Hoy, D Kendall, M Mackrory, M McGeorge, S Robinson, A Turrell, J Whitehouse, and J Young.

‘This Council agrees that at all County Council meetings (with the exception of the Annual meeting) a process of “Have your say” is introduced.

The constitution and standing orders (as appropriate) will be amended to allow anyone resident in Essex to speak for up to 3 minutes (on a timed basis) on any subject pertaining to Council related business.

There will be *up to* 30 minutes for this process at the start of meetings. In exceptional circumstances the Chairman of the meeting can exercise discretion to extend the time allowed.

Confidential and restricted access business will be unaffected wherein the public cannot be present. Those wishing to speak will be required to register to do so prior to the meeting.

The process will be managed on a “first come first served” basis, and if the 30 minutes time limit leaves speakers without speaking slots, then those individuals will be encouraged to submit their question or statement in writing to the monitoring officer, and subsequently the Leader of Council will reply in writing.

Supporting evidence:

Many other democratic organisations within Essex carry out similar processes, including local authorities. Residents and Councillors alike involved with those bodies feel this process is a good way of ensuring residents have a voice.

Neighbouring Suffolk County Council, which covers an area larger than ECC and is generally more rural, has a question time or public statement session at most of its meetings including Full Council, Cabinet and Scrutiny.

Essex County Council is urged to adopt this process and protocol so that residents can be heard in person at meetings of this authority where important decisions and discussions are taking place.'

### **3. Supporting Essex Families**

Moved by Councillor M Fisher and seconded by Councillor J Deakin.  
Supported by Councillor B Aspinell.

This Council believes that supportive parents are essential for the wellbeing of young people and that this applies just as much when this Council and its contractors are the parents.

This Council notes with concern the recent Oxfordshire case of men "grooming" very young girls and in particular that 5 out of the 6 girls who gave evidence were in the care of that County Council.

This Council takes very seriously its responsibilities to the young people in its care.

This Council believes that most parents would not force their own children to leave home if they were not ready, and that the multiple occupancy homes where many young people in care are housed after age 16 are not a good substitute for foster parental care. The young people often have no occupation and suffer from lack of support and guidance.

Therefore this Council resolves to consider allowing young people placed with its Foster Parents to stay with them until at least 18 years and later if they are otherwise unable to live independently.

This Council notes that this is permitted under guidance from Central Government but that many local authorities do not offer this because of the cost to the authority.

However, this Council believes that this policy could save money in other parts of the public sector – including Housing Benefit not paid out, reduced use of the criminal justice system and maybe Jobseeker benefits not paid out.

This Council notes that this is exactly the kind of "joined up" thinking required under Whole Essex Community Budgeting.

This Council therefore requests officers to investigate both the costs and the potential public sector savings of this policy and to report back to Members in time to be considered for the 2014-15 Budget.

#### **4. Closure of the Deanes School**

Moved by Councillor J Huntman and seconded by Councillor A Bayley.  
Supported by Councillor K Gibbs.

Council believes the Administration should reconsider plans to close The Deanes School in Benfleet and proceed with its original scheme to improve the school's premises and rebuild and relocate Glenwood Special School on the same site.

The school has been rated as good by Ofsted and is situated in an area designated for new housing. Closure would reduce parents' choice of school for their children, lead to larger class sizes locally and mean the loss of an excellent opportunity to integrate mainstream and special school provision.

Council appreciates the need for financial savings but does not believe that the closure of a good school in an area where more places are likely to be required in future is a sensible way forward. It calls for reassurance for local residents that their strong opposition to the proposed closure will be taken into account.

#### **5. Highway Maintenance**

Moved by Councillor J Young and seconded by Councillor K Bobbin.  
Supported by Councillors M McGeorge and D Harris.

This Council expresses deep concern about the state of the road surfaces in Essex which deteriorated further during the last recent extended bad weather, noting that some roads only received temporary repairs often of poor quality.

The new Vision for Essex adopted at Cabinet gives a commitment to develop and maintain infrastructure and this means our roads must be improved.

We call upon the Administration to review the contract with Ringway Jacobs, to ensure that a new qualifying criteria for action is adopted which reflects the quality of roads that Essex people deserve.

#### **6. Changing from Cabinet to the Committee System**

Moved by Councillor D Kendall and seconded by Councillor T Higgins.  
Supported by Councillor J Whitehouse.

The recent County Council Election results show there is a much wider range of political views amongst the residents of Essex than there has ever been before, and this is reflected in the fact that there are now six political groups at County Hall.

In recognising this change in the political landscape, this Council is keen to embrace and utilise all the talents and ideas that Members have to offer, cross party, as it faces up to the serious financial challenges ahead and explores new ways of working that make decision making more transparent, open and democratic.

This Council welcomes the aim of the Localism Act 2011 to allow power to be exercised at the lowest practical level, close to the people who are affected by the decisions. The Act contains provisions that allow local authorities to change from the Cabinet system, imposed by the Local Government Act 2000, to the Committee system. This Council, believing that the Committee system is the most democratic and transparent form of governance, enabling all 75 Councillors to participate fully in decision making and shaping policy resolves:

1. That detailed proposals on changing the Council's governance arrangements to the Committee system be prepared.
2. That the public, partners and stakeholders be informed.
3. That a further report be brought to the October 2013 Council for decision.
4. That the substantial savings gained from making these changes be reinvested back into front line services.

## **7. Provision of meals for Disadvantaged Children**

Moved by Councillor K Smith and seconded by Councillor G Helm.  
Supported by Councillor K Gibbs.

Council requests that the administration undertake a feasibility study to utilise school kitchens, in key areas, to provide meals during the school holiday period for those disadvantaged pupils who, during a time of austerity, are normally in receipt of free school meals.

# Vision Statement 2013-17

Report by Councillor David Finch, Leader of the Council

Richard Puleston, Assistant Chief Executive (01245 430344, ext 20344)

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## Purpose of report

To recommend to Full Council the new corporate vision and priorities for Essex for the period 2013-17.

## Background and proposal

The start of any new council term is an opportunity to refresh priorities, reflect on new challenges and to set goals for the next four years. The Leader of the Council began that process at the annual meeting in May.

The County faces a set of unprecedented challenges: we are living in a time of sustained economic uncertainty and cannot take economic growth for granted; we are also living through a period of austerity. The new Leader set out the stark financial challenge in his speech to Council in May:

“It is an inescapable equation: the cost of the services we provide are going up, the demand for our services is going up and the funding we are given to provide those services is going down.

That gap, between the money we have and the money we need, will grow over the next four years. We estimate that we will need to find at least £215m in savings by 2016/17.”

Although better placed than many public sector organisations, we cannot underestimate these challenges. The economic, social and financial challenges we face mean that we cannot continue to deliver the same services in the same way as we have in the past. Tough decisions lie ahead on what we do, how we do it and what we as the County Council must stop doing.

This requires a new vision for Essex and one that is realistic but ambitious. The Leader set out his vision at Full Council for an Essex where innovation brings prosperity:

“...innovation isn’t just a word for us in Essex, it is the means for securing our future and ensuring we can use our resources in the best possible way for the people of Essex.

In Essex, we want to lead – in business markets and entrepreneurship, new technology, and in public service reforms.”

The attached document, “Vision for Essex 2013-17” sets out this vision in more detail. “Vision for Essex 2013-17” sets out the challenges we face, the principles we will follow,

and the priorities that we will pursue. It will provide a high level steer for developing a revised corporate plan and a new outcomes framework.

As a County Council, our most important roles will be to establish the conditions for innovation and prosperity in our economy, and to lead innovation in the public services.

Our vision and priorities aim to equip people and communities so they can flourish, live well and achieve their ambitions without being dependent on government. We recognise our duty to support and protect the most vulnerable in our communities, but we will do this in a way that allows all our residents to shape their own futures.

If we are to succeed through these testing times, we must maintain a focus on our core purpose. The challenge ahead strengthens our resolve:

- to increase educational achievement and enhance skills;
- to develop and maintain the infrastructure that enables our residents to travel and our businesses to grow;
- to support employment and entrepreneurship across our economy;
- to improve public health and wellbeing across Essex;
- to safeguard vulnerable people of all ages;
- to keep our communities safe and build community resilience; and
- to respect Essex's environment.

Delivering this vision will require action from all our partners: from government at all levels; from organisations across Essex civil society; from businesses; and from individuals, families and communities. This will require a long-term commitment, but by working together, we can address the issues that matter and secure an Essex where:

- the economy is growing
- our residents are safe
- our public services are sustainable, affordable and built around the needs of our residents
- dependency is reduced and
- Council Tax remains low.

## **Policy context**

*Vision for Essex 2013-17* builds on and replaces the previous *EssexWorks Commitment 2012-17*. It sets out the Cabinet's vision and priorities for the next four years and this will inform the development of a revised corporate strategy, a new outcomes framework that will guide commissioning decisions and inform the budget setting process.

## **Financial Implications**

The Vision refers to the difficult economic situation facing the country and the impact on the County Council. While there are no specific financial implications arising directly from this paper, it is important that the delivery of the Vision is set within the reducing funding envelope available to the Council and mindful of the implications that reducing budgets have for the County Council's employees.

The Vision will be used to inform the development of a new Corporate Plan and Outcomes Framework, and prioritisation through the annual budget setting process.

## **Legal Implications**

The Council is required to set the Council's overall vision and corporate strategy and the Executive will then implement this in accordance with the approved budget and policy framework. The Council is required to take account of its various duties and powers when setting its corporate vision and strategy. Individual decisions will be taken along the way in order to implement the vision and at various points careful consideration will be given to the financial, legal, equalities and other implications arising from different aspects of implementation. Consultation will need to take place where appropriate and feedback to consultation carefully considered.

## **Equality and Diversity implications**

In making this decision the Council must have regard to the public sector equality duty (PSED) under s.149 of the Equalities Act 2010, i.e. have due regard to the need:

- (a) to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- (b) to advance equality of opportunity between persons who share a protected characteristic and those who do not;
- (c) to foster good relations between people who share a protected characteristic and those who do not;

Including having due regard to the need to tackle prejudice and promote understanding.

The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The PSED is a relevant factor in making this decision but does not impose a duty to achieve the outcomes in s.149, it is only one factor that needs to be considered, and may be balanced against other relevant factors.

The Vision is a county-wide programme, and will have county-wide impacts. At this stage there are no specific proposals and therefore it is considered premature to carry out an Equalities Impact Assessment. However, as proposals are developed within the context of the Vision, changes will have the potential to have a disproportionate impact on individuals within the population who have a protected characteristic.

The Vision also includes a commitment to safeguard vulnerable people of all ages, build community resilience and create public services that are “sustainable, affordable and built around the needs of our residents”. There may also therefore be opportunities within proposals to promote equality objectives.

It will be essential to investigate all emerging proposals both for any potentially disproportionate impacts and for opportunities to promote equalities objectives. In practical terms this means that in relation to each decision it will be necessary

- to take the PSED into account in; and
- to carry out an EIA in relation to the decision where it is likely to have a disproportionate impact on members of the community who have a protected characteristic.

**Recommended:**

That the new corporate vision and priorities for Essex contained in the document “Vision for Essex 2013-17” be approved.



## **Vision for Essex 2013-2017**

**Where innovation  
brings prosperity**



Essex County Council



## Foreword

We are proud of what we have achieved for Essex. We have kept council tax low and frozen it for the last three years. We have argued for more investment in our infrastructure while investing extra money into repairing our roads after the wettest winter on record. We have done this while making savings worth over £200 for each resident of the county (£365 million in total) and continuing to protect our most vulnerable people. We have a record of action and have been elected on the promise of more.

We believe in putting our residents first and ensuring their lives are enhanced by our policies.

This document sets out a new vision for Essex, articulating our commitment to the county, the principles that will guide our work and the priorities in which our work will be rooted.

But while publicly funded services will play a key role in the future of our county, the social, economic and cultural success of our cities, towns and villages will depend more than ever on the contribution of individuals, families, businesses and local communities. We cannot isolate ourselves from the tough choices that lie ahead. These choices will mean, in some areas, the County Council doing less and our partners – including individuals and communities – being asked to do more.

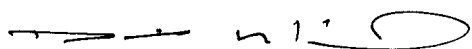
For example, the changing make-up of our society is placing huge pressure on our health and social care services. Only through the actions of individuals, families and communities can we hope to cope with these pressures. We are also living through a period of sustained economic uncertainty – we can only secure growth by the efforts of the businessmen and women whose hard work underpins our prosperity.

The role of businesses and communities will be all the more important as we see further reductions in the money available to pay for public services. Without action, the gap between the cost of our services and the money we have to fund these will get bigger and bigger over the next four years. We will continue to work to secure a better deal for Essex from the EU and we fully back the Government's commitment to ensuring every resident has a say on our future relationship with Brussels via a referendum.

If we are to meet our challenges, we cannot simply continue to do what we have always done. We need genuine innovation – we will all need to do things differently, work smarter, pursue new ideas and opportunities, accept new responsibilities and take big bold steps. For the County Council, this will also mean working more closely with our partners to change the way we work and to change the services we provide.

It is only through innovation that we can secure a future for Essex where council tax remains low, our communities remain healthy and safe from harm, and our economy sustains growth.

It will be innovation that secures our future prosperity.



**Cllr David Finch**  
**Leader, Essex County Council**

## The challenges we face in Essex

Essex is a large and varied county of 1.4 million people. We face challenges to match our scale. Over the coming years we must recognise that:

We **cannot take economic growth for granted**. Historic growth has been driven by sectors such as construction, finance and the public services – these sectors may not deliver substantial job growth in the future. Essex will need to attract investment into those parts of the local economy that offer the greatest potential growth while helping existing businesses to overcome barriers to success: escalating energy costs; greater competition from across the world; and a shortfall of skills in the local labour market.

**Population growth and demographic change** is placing unsustainable pressure on our services, especially health and care services. The population of Essex increased by 6.3% over the period from 2001 – 2011. The number of people aged 85 and over will grow by 47% between 2011 and 2021, while the number of adults with learning disabilities will increase by over 18%. The burden of financing services is falling increasingly on a relatively diminishing working-age group.

**The money we receive from central government will continue to reduce as demand for our services increases**. Public service partners across Essex face the challenge of sustaining and improving services with less money. Essex County Council has already saved £365m over the past three years (closing a funding gap equivalent to 37% of our budget), but in the years to 2016-17 we will need to save at least a further £215m per year (around 25% of our budget).

Our county's diverse variety will pose challenges – Essex is a place where rich and poor and young and old live side-by-side. As funding resources diminish, community leaders and public services will need to balance differing demands and conflicting interests. We will need to **target resources** where they can have most impact, recognising the impacts that these decisions may have on the wider community.

Public services in Essex are complex – not just because of the number and variety of organisations involved, but because of the diversity of the issues we seek to address. We need to work with our partners to find new ways to **make local public services work as a system**, rather than as a set of disparate, unconnected services.

Above all, we face the challenge to establishing a new relationship and new set of expectations between Essex residents and the public services they receive. The public services cannot sustain the level of service it has provided over the past fifteen years. It is important that government at all levels is honest and open about this. We can and should, however, play a role in **supporting residents as they take responsibility for their own futures**, and as they tackle the challenges facing their own families and communities.

## Our principles

We work to support the people and communities of Essex. They are our taxpayers. They are the people that use our services. They are the people and communities that matter to us.

Public services are changing and we need to build a new set of mutual expectations between our residents and communities and the public services that they receive. This will mean developing new ways of working together and in partnership to address the issues that matter.

We will work tirelessly to keep Essex as an economic powerhouse ensuring more jobs are created and local businesses supported. Our commitment to the people and communities of Essex is based on some simple principles:

- **We will spend taxpayers' money wisely:** our income is their money and we can only spend it once. Our focus is on keeping our running costs low so we can invest in services to people and communities. Our services must be sustainable in the long-term, not unaffordable. This will mean working in partnership with a diverse range of service providers across the public, private and voluntary sectors.
- **Our focus will be on what works best, not on who does it:** we want to improve the life chances and the quality of life for our residents. Our commissioning decisions will be evidence-based and be targeted on actions that can best achieve those outcomes. We are concerned less about *who* delivers but focused on *what* difference they can make and we will hold providers to account for their performance.
- **We will put residents at the heart of the decisions we make:** it is our responsibility as elected representatives to take decisions on behalf of our communities. To ensure we make the best decisions we can, we will engage with our residents and communities, gathering their views on the issues that matter most to them.
- **We will empower communities to help themselves:** individuals, families, and communities have an important role to play in taking responsibility for what happens in their area. For example, evidence suggests that if communities simply accept the first acts of anti-social behaviour and low level crime they can quickly attract escalating problems and decay.
- **We will reduce dependency:** we believe individuals and communities value their independence and their ability to make their own decisions and choices. Our focus will be on early intervention and prevention, helping equip vulnerable people, families and communities with the support and skills that they need to live independently and to help themselves. For example, we want to enable as much health and care support as possible to be delivered safely in the community and in people's homes.
- **We will work in partnership:** the public sector is large and complex in Essex and we will work with partners to make sure we work together in a way that is easy, convenient and delivers the best outcomes for our service users. We will commission together and deliver together where appropriate.
- **We will continue to be open and transparent:** building a new relationship and a new set of mutual expectations between residents and public services means we need to be open and transparent with each other about what we can do – and what we can't.

## Our vision and priorities

We want Essex to be a county where **innovation** brings **prosperity**.

We know that our county faces a set of unprecedented challenges. We are living in a time of sustained economic uncertainty and cannot take economic growth for granted. We are also living through a period of austerity. To sustain the most vital services on which residents and communities rely, we must reduce dependency, encouraging individuals, families and communities to do more for themselves. Although better placed than many, we cannot underestimate these challenges. Tough decisions lie ahead on what we do, how we do it and what we as the County Council must stop doing.

There are no easy answers. If we are to meet these challenges we need new thinking and innovation to ensure we can use our resources in the best possible way for the people of Essex. We must harness the power of new ideas to secure a more prosperous Essex. These ideas will come from many places: from our businesses, our entrepreneurs, our residents, our communities and our public service partners.

As a County Council, our most important roles will be to establish the conditions for innovation and prosperity in our economy, and to lead innovation in the public services. We will foster innovation in education and learning; champion entrepreneurship and unlock the infrastructure that supports economic growth. We will work with our partners in the public, private and voluntary and community sector to reshape and renew services. We will reduce dependency – supporting individuals, families and communities as they play an ever more active role in keeping Essex communities prosperous, healthy and safe. And we will look to secure a better deal from the EU to invest directly into Essex.

If we are to succeed through these testing times, we must maintain a focus on our core purpose. The challenge ahead strengthens our resolve to:

- **increase educational achievement and enhance skills;**
- **develop and maintain the infrastructure that enables our residents to travel and our businesses to grow;**
- **support employment and entrepreneurship across our economy;**
- **improve public health and wellbeing across Essex;**
- **safeguard vulnerable people of all ages;**
- **keep our communities safe and build community resilience; and**
- **respect Essex's environment.**

Throughout our work, we will build on the strengths of our county. This means harnessing the energy and passion of people across Essex who work hard for their families, build careers and businesses and shape their communities. We must all play our part in securing a more prosperous county, one where we can flourish, live well and achieve our ambitions.

## Our partners

Our vision for Essex has to be a shared vision. If we want to live and work in a more prosperous Essex where residents and communities can flourish, live well and achieve their ambitions, we must recognise that Essex County Council cannot achieve this in isolation.

Even if it were possible (and it is not) this approach would be wrong. Innovation and prosperity cannot be imposed. Nor can a safe, secure, supportive society. These conditions need to be co-produced by the state, by business and by civil society.

Whenever it makes sense, we will always look to work in partnership. True partnership is not activity for its own sake, it is a collective commitment to improve Essex, grounded in the realisation that we can achieve more together than we can alone. As we pursue our vision for Essex, we will work with:

- **Individuals, families and communities** – empowering them to take responsibility for their own futures, working with others in a spirit of reciprocity to create the society we want to live in, and act not as passive recipients of services but as active architects of their own lives.
- **The NHS** – to ensure our residents have the opportunity to enjoy better health and wellbeing and to live longer lives; to ensure that health inequalities are reduced and to give communities across Essex greater choice, control, and responsibility for health and wellbeing services.
- **All tiers of government** – whether parish or town councils; districts, boroughs or cities; county; or national, we want to work to create the social and physical infrastructure that helps our residents and businesses to thrive. Most importantly of all, we call on all levels of government to recast the system of public services around the needs of communities and residents, and to deliver the conditions for growth that support business and residents.
- **Essex's Police and Crime Commissioner, Essex Police and Essex Fire and Rescue Service** – to keep our residents safe, and to tackle the causes of disorder, fear and harm before they impact on our communities.
- **Our Essex businesses** – to generate wealth, creating and securing opportunities for growth that benefit employees, employers and society.
- **Our schools, colleges and universities** – to support students, businesses and wider society to help people achieve their potential and make a valuable economic and social contribution.
- **Essex's voluntary and community organisations** – to bring together individuals, creating social capital and the capacity for community renewal. We call on the voluntary and community sector to develop innovative solutions to the challenges faced by their communities and by Essex at large.

## Our legacy

We know that public services in Essex will need to change over the next four years. The economic, social and financial challenges we face mean that we cannot continue to deliver the same services in the same way as we have in the past. We need to find new ways of working that secure improved efficiency and improved outcomes for our people and communities.

Recognising these challenges, our vision and priorities aim to equip people and communities so they can flourish, live well and achieve their ambitions without being dependent on government. We recognise our duty to support and protect the most vulnerable in our communities, but we will do this in a way that allows all our residents to shape their own futures.

Delivering this vision will require action from all our partners: from government at all levels; from organisations across Essex civil society; from businesses; and from individuals, families and communities. This will require a long-term commitment, but by working together, we can address the issues that matter and secure an Essex where:

- **The economy is growing** – where prosperity is secured by a focus on life-long education and skills; sustaining and maintaining the transport network; attracting investment in jobs and growth from government, the EU or private enterprise; and stimulating growth both in our town centres and key business sectors. We will work to help start up businesses and attract more firms to locate in Essex.
- **Our residents are safe** – where crime and the fear of crime is reduced further, where our roads are safer and where communities work with the authorities to rid their neighbourhoods of anti-social behaviour.
- **Our public services are sustainable, affordable and built around the needs of our residents** – where Essex public services work effectively together, commissioning services, integrating their operations and collaborating on projects to ensure that demand pressures are reduced through early intervention and prevention.
- **Dependency is reduced** – where individuals, families and strong communities take responsibility for the quality of life in their area and play an active role in influencing local decisions.
- **Council Tax remains low** because of continued improvements in efficiency, clear decision-making and excellent financial management.





This information is issued by  
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## **1. Appeals Against Dismissal by Staff**

### **Purpose of Report**

To consider proposals for alterations to the way in which appeals against dismissal by staff are handled which include improving the timescales for dealing with casework by transferring responsibility for hearing some staff appeals to senior officers and abolishing the Appeals Committee.

### **Background**

The Council's Constitution makes provision for the appointment of an Appeals Committee which comprises an appointed Chairman and four other members constituted for particular cases on a politically-balanced basis. Members of the Cabinet do not serve on the Committee.

The committee's powers are "to exercise the powers and duties of the Council on cases in which there is a right of appeal against decisions taken by or on behalf of the Council in relation to any of its functions". In practice the Committee meets to deal with appeals against dismissal by staff and has only rarely been required to hear any other kind of appeal. In fact there are not currently any other processes where there is a right of appeal to members. In 2011/12 the Panel heard 11 appeals against dismissal and in 2012/13 it heard six such appeals.

The Council's capability and disciplinary procedures provide for employees to have a right to appeal to a panel of Members in the case of a decision to dismiss for disciplinary, performance capability and sickness capability issues. Appeals against dismissals for redundancy, ending a fixed term contract, probation or ill health retirement are dealt with by a senior officer.

Where an employment tribunal claim is submitted, it is very likely that one of the panel members (normally the chairman) would need to be called as a witness in order to support the Council's defence of case in relation to the appeal decision. Following the recent elections a number of the regular panel members (including the chairman) are no longer members of the Council. Panel members are sometimes reluctant to attend as a witness when they are no longer a Councillor.

### **National rules about employment appeals**

The statutory ACAS Code of Practice provides that appeals should be heard without unreasonable delay. Setting up a Member panel can cause some delays, often of 2-3

months. As a result, the employee has often left employment by the time of the Appeal (even if they were dismissed with notice) and some may already have submitted an application to an employment tribunal. The Tribunal has the power to increase a compensation award by up to 25% if it feels that the code has been broken.

The ACAS Code makes it clear that employers must give their staff the opportunity to appeal against any decision to dismiss. The Code states that appeals “should be dealt with impartially and wherever possible by a manager who has not previously been involved in the case”. Supporting guidance advises that appeals should be heard by someone more senior than the person who took the disciplinary decision.

## **Proposal**

Following consultation with trade unions it is proposed to change the Council’s employment procedures so that appeals against dismissal are heard by an independent senior officer who is no less senior than the dismissing officer, and this meets the guidelines set out by ACAS.

This would make it possible for arrangements to be made significantly more quickly. It is felt that senior officers will have a good level of experience in dealing with employment matters and that their knowledge and experience will enable a fair and consistent approach to appeals.

Trade unions consider that since members are the ultimate employer, it is an important principle that all employees should have the right to appeal to members against any decision to dismiss. They do not therefore support these changes.

However, the consent of trade unions is not required to the proposed changes and the risk of significant disruption or industrial relations problems is considered to be low. Further, it is considered that the right of appeal to a senior officer is adequate protection for individuals and is in accordance with the ACAS Code.

A number of other local authorities allow employment appeals to be heard by a senior officer rather than by a committee of councillors, including Kent, Hertfordshire and Wiltshire.

## **Chief Officers and Deputy Chief Officers**

Decisions about the appointment and dismissal of Chief Officers and Deputy Chief Officers currently rests with a Chief Officer Committee established under Article 8 of the Constitution. They cannot take a final decision without following a statutory consultation process with all members of the Cabinet. It is, therefore, felt that members need to continue to be involved in making the decisions on dismissals and appeals against dismissals for Chief and Deputy Chief Officers. At present the Committee can delegate decisions on appointment to an officer or to a sub-committee but it cannot currently delegate the power to dismiss.

The ACAS Code applies to all staff and it is still necessary to allow decisions taken by the committee to be appealed. It is therefore proposed that:

- the initial decision to dismiss would be taken by a sub-committee or the Chief Executive or her nominee;
- an appeal against that decision would be considered either by a differently constituted sub-committee or by the parent committee. No member who participated in the decision to dismiss would be allowed to take part in the appeal.

At least one member of the Executive would sit on any committee or sub-committee, in order to comply with the Local Authorities (Standing Orders) (England) Regulations 2001. Written notice is still required to be given to all members of the Cabinet of any intended appointment or dismissal of a chief or deputy chief officer.

**Recommended:**

- (1) That the existing right of appeal to members be replaced with the right of appeal to a senior officer in order to speed up the appeals process and provide greater certainty to employees and managers but with a right of appeal to members retained for those officers who are appointed by members, namely chief and deputy chief officers, to the Chief Officer Panel.
- (2) That the terms of reference of the Chief Officer Committee in paragraph 8.1.5 of the constitution be amended to read:

**8.1.5 Committee to determine the Terms and Conditions of employment of Chief and Deputy Chief Officers**

Membership: Five Members of the Council to include the appropriate Cabinet Member.

(i) to be responsible for the appointment and dismissal of Chief/Deputy Chief Officers and appeals against dismissal of such persons, with the power:

- (a) to appoint sub-committees of three Members to deal with particular appointments, dismissals or appeals; and
- (b) to authorise the Chief Executive or her nominee to deal with a particular appointment or dismissal;

(ii) to resolve any issue relating to the terms or conditions of employment of Chief/Deputy Chief Officers not already covered by the Council's Officer Employment Procedure Rules; and

(iii) to decide the level of performance pay to be awarded to the Chief Executive and members of the Corporate Leadership Team.

- (3) That the Member Appeals Committee be abolished and references to it in the constitution be deleted.

**2. List of Approved Bodies**

The Council's scheme of allowances sets out the list of approved bodies other than its Committees, attendance at which constitutes an approved duty. The Scheme provides that

this list is updated on a regular basis. The updated list is attached as the Annex to this report.

## List of Approved Bodies

## Appendix 3

Only those bodies listed below (or on the list subsequently updated and published as Appendix 3 to *The Constitution*) is deemed to be an Approved Duty.

Essex County Council will only consider a claim for mileage and expenses in connection with a member's attendance at a meeting of an Approved Body if they are unable to make the claim from the Approved Body. A member must not make more than one claim for the same attendance.

An Approved Body may be internal or external and

- is not covered by the definition of Council, Committee or Sub-Committee; and
- is one where the appointment has been formally made in writing by the Cabinet Member.

The published list will be updated as Appendix 3 of *The Constitution* when required (last update 09 July 2013) and reported to Council annually.

1. A12 Alliance
2. Adoption Panel - North
3. Adoption Panel – South
4. Adoption Panel - West
5. Age UK
6. Anglian (Central) Regional Flood Defence Committee
7. Anglian (Eastern) Regional Flood Defence Committee
8. Ann Johnson's Educational Foundation
9. Bancroft School
10. Basildon and Thurrock University Hospital NHS Foundation Trust
11. Basildon Local Strategic Partnership
12. Basildon Renaissance Partnership
13. Basildon Youth Strategy Group – all Basildon Members
14. Billericay Educational Trust
15. Bradwell Power Station Liaison Committee Council
16. Bradwell Quarry Liaison Group (Rivenhall Airfield)
17. Braintree Locality Board – all Braintree Members
18. Braintree Youth Strategy Group
19. Brentwood Youth Strategy Group – all Brentwood Members
20. Bulls Lodge Liaison
21. Castle Point Local Strategic Partnership
22. Castle Point Youth Strategy Group
23. Chelmsford Educational Foundation
24. Chelmsford Local Strategic Partnership
25. Coastal renaissance Partnership Board
26. Colchester and District Visual Arts

27. Colchester Economic Growth Board
28. Colchester NHS Trust
29. Colchester Youth Strategy
30. Corporate Parenting Panel
31. County Council Network
32. Crouch Harbour Authority
33. Crumps Farm Liaison Group
34. Danbury Lakes and Country Park Forum
35. Dedham Vale and Stour Valley Joint Advisory Committee
36. Earls Colne and Halstead Educational Charity
37. East of England Local Government Association
38. East of England Rural Forum
39. Epping Forest Local Strategic Partnership
40. Epping Youth Strategy Group
41. Equality and Diversity Board
42. Essex Association of Local Councils
43. Essex Awards Trust
44. Essex Casualty Reduction Board
45. Essex Coastal Forum
46. Essex County Traveller Unit Committee
47. Essex Environmental Trust
48. Essex Partnership for Flood Management
49. Essex Partnership Steering Group
50. Essex Rural Partnership
51. Essex Waterways Ltd
52. Fawbert and Barnard's Educational Foundation
53. Feering and Kelvedon Local History Museum
54. Fitch and Mott Foundation
55. Fostering Panel – Mid Essex
56. Fostering Panel – North East Essex (1)
57. Fostering Panel – North East Essex (2)
58. Fostering Panel – South Essex
59. Fostering Panel – West Essex
60. George Courtauld's Educational Charity
61. Gosling Educational Foundation
62. Grange Farm Centre Trust
63. Great and Little Leighs Educational Charity
64. Great Notley Country Park Partnership Board
65. Harlow College of F.E.
66. Harlow Local Strategic Partnership
67. Harlow Stansted Gateway Transportation
68. Harlow Youth Strategy Group
69. Hatfield Forest National Trust Local Committee
70. Haven Gateway Partnership and Transportation
71. Highways Panel - Basildon
72. Highways Panel - Braintree
73. Highways Panel - Brentwood



74. Highways Panel – Castle Point
75. Highways Panel - Chelmsford
76. Highways Panel - Colchester
77. Highways Panel – Epping Forest
78. Highways Panel - Harlow
79. Highways Panel - Maldon
80. Highways Panel - Rochford
81. Highways Panel - Tendring
82. Highways Panel - Uttlesford
83. IAA Member Working Group (Waste)
84. IGNITE – Enterprise Centre for Braintree
85. Improvement and Efficiency South East (IESE)
86. Kent and Essex Inshore Fisheries and Conservation Authority (EIFCA)
87. King Edward VI School Historic Foundation
88. Lee Valley Regional Park Authority
89. Local Children Trust Board - Mid Essex
90. Local Children Trust Board - North East Essex
91. Local Children Trust Board - South East Essex
92. Local Children Trust Board - South West Essex
93. Local Children Trust Board - West Essex
94. Local Government Association – Inland Flood Risk Management Group
95. Local Government Association – Rural Commission
96. Local Government Association – Special Interest Group on Coastal Issues
97. Local Government Association – Urban Commission
98. Local Government Association (LGA)
99. Maldon Locality Board
100. Maldon Plume Education Trust
101. Maldon Plume Library
102. Maldon Youth Strategy Group
103. National Association of Areas of Outstanding Natural Beauty
104. National Bus Lane Adjudication Service Joint Committee
105. National Parking Adjudication Service Joint Committee
106. North Essex Parking Partnership (NEPP)
107. North Essex Partnership NHS Foundation Trust (NEPFT)
108. Police and Crime Panel
109. Princess Alexandra Hospital NHS Foundation
110. Reserve Forces and Cadets Association for East Anglia
111. Rochford Local Strategic Partnership
112. Rochford Youth Strategy Group
113. Rural Community Council of Essex (RCCE)
114. Safeguarding Vulnerable People Panel
115. Safer Essex
116. Safer Routes to School Panel
117. Saffron Walden Museum Society
118. Saffron Walden Town Library Society
119. South Essex NHS Foundation Partnership Trust
120. South Essex Parking Partnership (SEPP)

121. Southend Airport Consultative Committee
122. Southend University Hospital NHS Foundation Trust
123. Standing Advisory Council for Religious Education (SACRE)
124. Stansted Airport Community Trust
125. Stansted Airport Consultative Committee (STACC)
126. Strategic Aviation Special Interest Group of the LGA (SASIG)
127. Tendring Youth Strategy Group
128. Thames Gateway and South Essex Board
129. Thames Regional Flood Defence Committee
130. Urban Commission
131. Uttlesford Local Strategic Partnership
132. Uttlesford Locality Board
133. Uttlesford Youth Strategy Group
134. Veolia Cleanaway Trust
135. Victoria History of the County of Essex
136. Visit Essex Board

## **1. Local Authority Mortgage Scheme**

Cabinet has given its agreement to the Council participating in the Local Authority Mortgage Scheme (LAMS), to a total indemnity value of up to £7million being allocated, to be funded from the Council's Reserve for Future Capital Funding, and to a capital scheme to a maximum value of £7million for LAMS being included in the Council's Capital Programme for 2013/14.

The scheme will provide help for potential first-time buyers who can afford mortgage payments but not the initial deposit to get on the property ladder. If a potential buyer meets the strict credit criteria applied by the lender, and meets the criteria set out by the council to qualify for a mortgage under the scheme, the Council will provide an indemnity to the value of the difference between 75% of the value of the property and the amount borrowed. The potential buyer will thereby obtain a mortgage of up to 95% loan to value (LTV) on similar terms as a 75% mortgage which will enable people to borrow with only a 5% deposit – if they meet the other lending criteria.

The Council will adopt a £2m county scheme, and provide £1million match funding to each district council that decide to adopt a scheme: at the time of writing five councils have expressed an interest. The maximum indemnity value for the County Council would therefore be £7 million. If further district councils subsequently wish to adopt a scheme with match funding from the County Council, members will be updated in the quarterly finance report.

Because it is the district council which will enter into the scheme paperwork, the individual schemes can only cover postcodes which are wholly within the area of the participating district. Some postcodes straddle district boundaries and therefore include properties outside the participating district. No district can cover these split post codes. To cover these postcodes the County Council will promote its own scheme which covers the 5% of postcodes which straddle the boundary between district councils running their own scheme. However, the national conditions of the scheme will only permit the County Council scheme to cover postcodes which are wholly in Essex. The County Council scheme cannot therefore include postcodes which straddle boundaries with unitary authorities or other counties. The County Scheme would therefore cover a narrow linear band of postcodes at the join between participating districts.

The maximum loan value will be set at £250,000 for the County scheme, which would effectively result in a maximum property value of approximately £263,000. However, the maximum loan size for each district council scheme would be a matter for decision by the district council, and may, therefore, vary from the £250,000 for the County scheme.

## **2. ECC Vision Statement 2013-17**

Cabinet has agreed to recommend its Vision Statement to Council for approval. This is covered by a separate report on the Council Agenda.

### **3. Transformation Programme**

Cabinet has been updated on the progress of the design work for the next phase of the Council's transformation programme and has approved the next steps for implementation.

Essex is a large and varied county of 1.4 million people. It faces challenge to match its scale:

- Population growth and demographic change is placing unsustainable pressure on the Council's services, especially health and care services.
- The money received from Central Government will continue to reduce as demand for services increases.
- The sheer age and size of the County's road network provide continual challenges and create continual demands for investment.

Since December, the financial challenge facing the Council has worsened. Over the next four years the Council will need to save at least £215m, of which some £93m arises from predicted reduced income compared to that in 2013/14 and £122m is to avoid future cost pressures arising from inflation and demographic growth. The Chancellor's Budget Statement in March 2013 made clear that public sector funding will continue to reduce until at least 2016/17.

The Transformation Programme is critical in helping the Council to achieve the savings needed in order to protect key frontline services; deliver value for money; improve customer services; expand choice for service users; and help prevent unnecessary demand for services from occurring. It recognises that innovation and transformation are always needed if the organisation is to evolve and keep pace with the world around it.

The new operating model for the Council will transform the organisation into an outcomes-led, commissioning organisation. This means the Council will focus on what works best, rather than who does it. It will be objective in seeking the best provider to deliver these improvements and be agnostic as to whether the provider is in-house or external. Being outcomes-led means the Council will focus its efforts and resources in securing tangible improvements to its priorities and continually challenge itself to demonstrate it is investing in the right areas.

It is intended that the new organisational structure will "go live" by October 2013.

### **4. Property Transformation**

Cabinet has approved phase two of the Property Transformation Programme (PT2) and the associated funding and cultural change requirements, which will lead to the rationalisation

of the Council's estate, the generation of capital receipts to fund the capital programme, reductions in revenue costs and intensification and more flexible use of remaining assets.

PT2 is based on an integrated strategy that makes the best multi-functional use of the core estate, which includes Offices, Operational and Education properties, and enables the maximisation of property disposals. The objective is to design and deliver an affordable core estate that drives change and the delivery of services within a framework of efficient flexible work-styles and high productivity work-practices.

PT2 will deliver changes to the 'Look and Feel' of the work space (initially County Hall and then Ely House in Basildon), to provide modern, flexible, efficient and cost effective workplaces for employees that will act as a catalyst for change. It will lead the way for major cultural change to increase productivity in the workplace, align new business support practices and embed flexible working and accommodation change. Flexibility of access to different workplaces is also included in the change plan.

By the end of the PT2 programme, in March 2016, employees will have access to a range of properties that are located throughout the estate, via a universal entry system. These properties will have the necessary technology installed so that the majority of employees will be able to adopt truly flexible working practices and protocols. The step change in work space design and utilisation, together with flexibility of access will improve productivity and enable front line staff to spend more time with their customers.

Not in scope for this property transformation is the main Education Estate including primary and secondary schools, special schools and Children's Support Services. The future strategy for these premises is being developed as the Education Estate Strategy. This is compliant with the objectives of PT2.

The estimated cost of the project over the three-year period until March 2016 is £7.3m of revenue spend and £4.9m of capital investment. The capital investment will be funded by capital receipts anticipated over the three-year period of the project. Decisions on disposal of assets to achieve capital receipts will be subject to separate decisions by the Cabinet or relevant cabinet member.

## **5. 2012-13 Provisional Outturn**

Cabinet has been presented with the provisional outturn position for 2012/13 prior to formal closure of the accounts. Ernst and Young, the Council's external auditor, will carry out the annual audit of the accounts during the summer, and it is possible that changes may be made to the accounts during this period. The results of the external audit review will be reported to the Audit Committee on 30 September, at which stage the Audit Committee will be asked to approve and authorise the Accounts for publication. The Accounts, when published, will be placed on the Council's website.

Through careful financial planning and control, at the end of 2012/13 the Council's finances remain robust. Cabinet noted the provisional outturn positions for revenue and capital which are for:

- a net under spend for the year of £1.766m on the Revenue Budget (after taking account of appropriating funds into, and from, earmarked revenue reserves); and
- an underlying under spend of £3.179m against approved capital payment guidelines (after taking account of re-profiling and revising capital payment approvals).

David Finch  
Leader of the Council

# **Essex Pension Fund Board**

# **Annual Report 2012/13**

**July 2013**

## **1. Introduction**

- 1.1 This is the fourth Annual Report of the Essex Pension Fund Board, covering the period from 1 April 2012 until 31 March 2013.

## **2. Roles and Functions**

- 2.1 The Essex Pension Fund Board was established by the County Council in May 2008 to ensure that the Pension Scheme complied with the best practice principles for governance as required by the amended Local Government Pension Scheme Regulations 1997.

- 2.2 The Board's terms of reference, as approved by the County Council, are as follows:

To exercise on behalf of the Council all of the powers and duties of the Council in relation to its functions as Administering Authority of the Essex Pension Fund except where they have been specifically delegated by the Council to another Committee or to an officer; this will include the following specific functions:

- (i) to monitor and oversee the work of the Investment Steering Committee through its quarterly reports;
- (ii) to monitor the administration of the Pension Scheme, including the benefit regulations and payment of pensions and their day-to-day administration including the Internal Disputes Resolution Procedures, and ensure that it delivers best value and complies with best practice guidance where considered appropriate;
- (iii) to exercise Pension Fund discretions on behalf of the Administering Authority;
- (iv) to determine Pension Fund policy in regard to employer admission arrangements;
- (v) to determine the Pension Fund's Funding Strategy and approve its Funding Strategy Statement;
- (vi) to receive periodic actuarial valuation reports from the Actuary;
- (vii) To co-ordinate Administering Authority responses to consultations by Central Government, professional and other bodies; and
- (viii) to consider any views expressed by employing organisations and staff representatives.

- 2.3 The Board met four times during the period covered by this report; on 11 July, 27 September and 13 December 2012 and 6 March 2013. The Annual Strategy Day was held on 14 November 2012.



### **3. Membership**

- 3.1 The Board has 14 members. These represent Essex County Council, District, Borough and Unitary Councils in Essex, the Essex Police and Crime Commissioner, Essex Fire Authority, Scheme members and Smaller Employing Bodies (ie those which are not already specifically represented on the Board).
- 3.2 The membership of the Board as at 31 March 2013 was as follows:

#### **Essex County Council (6)**

County Councillor Rodney Bass	Chairman
County Councillor John Aldridge	
County Councillor David Finch	Vice-Chairman
County Councillor Norman Hume	
County Councillor Michael Lager	
County Councillor Mike Mackrory	

#### **District/Borough Councils in Essex (2)**

District Councillor John Archer	Maldon
Borough Councillor Mrs Pamela Challis	Castle Point

#### **Unitary Councils in Essex (2)**

Borough Councillor Martin Healy	Thurrock
Borough Councillor Brian Kelly	Southend-on-Sea

#### **Essex Police and Crime Commissioner(1)**

Mr Charles Garbett

#### **Essex Fire Authority (1)**

County Councillor Eddie Johnson

#### **Scheme Members (nominated by UNISON) (1)**

Mr Keith Blackburn

#### **Smaller Employing Bodies (1)**

Mrs Jenny Moore

### **4. Dimensions of the Fund**

- 4.1 Based on the draft accounts, as at 31 March 2013 the value of the Fund's assets was £3.959 billion.
- 4.2 The total value of pensions paid during 2012/13 was £154m, together with other benefits totalling £40.5m. The average value of pensions in payment was £4,554.00.
- 4.3 The total number of beneficiaries are as follows:

	<b>2012</b>	<b>2013*</b>
Contributors	42,315	44,501
Pensioners/dependents	32,269	33,818
Deferred Members	38,101	39,969
Total	112,685	118,288

\*Provisional numbers

(Deferred Members are former employees who had chosen not to transfer their pension rights.)

- 4.4 The Board exercises on behalf of the Council the management of the Pension Fund whose membership comes from around 498 separate Employing Bodies, including:

- Essex County Council, Unitary, Borough, City and District Employers
- Incorporated Colleges
- Schools and Academies
- Town and Parish Councils
- Other Scheduled Bodies
- Small Admitted Bodies
- Admitted Bodies
- Admission Bodies.

## **5. Work of the Board**

- 5.1 The following major issues were considered by the Board between 1 April 2012 and 31 March 2013:

### **Reform of the Local Government Pension Scheme**

The Board received updates on the proposed reform of the Local Government Pension Scheme. On 21 December the DCLG issued a consultation on the draft regulations and proposals for the new LGPS. The consultation period was just seven weeks due to the tight timescales required to allow the regulations to come into force in April 2014. The Fund issued its response to the consultation on 7 February. The Fund broadly welcomed the provisions of the draft regulations although it had concerns about areas of complexity and the increased burden placed on employers and scheme administrators.

### **Interim Review of the Fund as at 31 March 2012 and Amended Funding Strategy**

All Local Government Pension Scheme Funds are required to have a full Actuarial Valuation every three years; the next Valuation for Essex is due as at 31 March 2013. In the intervening years between Actuarial Valuations, Funds have the discretion to commission Interim Funding Reviews.

Alongside Actuarial Valuations, Funds are required to produce, consult on and publish a Funding Strategy Statement, the objectives of which include “to determine employer contribution requirements recognising the desirability of maintaining as nearly constant employer contributions as possible”.

The results of the Interim Review as at 31 March 2012 were reported to the Board and Members agreed that no fundamental changes should be made to the Funding Strategy Statement. However, following the positive response to the consultation, the Funding Strategy Statement and the Admission and Bulk Transfer Policy were amended and republished to enable, subject to satisfactory surety, the agreement of formal termination deficit payment plans with employers exiting the Fund, in order to maximise repayment of deficits to the Pension Fund.

### **Administration Strategy**

Regulation 65 of the Local Government Pension Scheme (Administration) Regulations 2008 makes provision for Administering Authorities to publish a written statement setting out their policy concerning administration matters. In 2011/12 the Board approved for consultation with employers and other stakeholders a draft strategy which had been developed to take account of matters previously agreed and current practices. Having considered the results of the consultation the Board approved the Administration Strategy.

### **Other Issues**

Amongst the other issues considered by the Board have been:

- Reports to each meeting providing an update on Pension Fund activity with regard to the 2012/13 Business Plan, risk management and measurement of progress against objectives (scorecard).
- Approval of the Treasury Management Strategy for 2013/14.
- Approval of the Fund's updated Governance Policy and Compliance Statement.
- A report from Internal Audit (Essex County Council) reviewing their previous year's work with regard to the Pension Fund and Pensions Administration and outlining their planned work for the coming year. The Board was pleased to note the positive outcome from the two audits undertaken during 2011/12 with the award of Full Assurance in respect of Pension Administration and Pension Investment.
- Quarterly reports on the work of the Investment Steering Committee.

### **Member Training**

The Board has continued to demonstrate its commitment to training and development, with a view to ensuring that Members are able to fulfil their roles effectively. An updated training plan was approved in July 2012 to ensure appropriate focus is given to the Board and Investment Steering Committee members and to incorporate new training events and conferences as they become available. New members of the Board have received induction training and all members have been strongly encouraged to participate in a range of training courses and events, both internal and external. In addition, the calendar

of meetings included a separate training sessions and one day in November for holding the Annual Strategy Day.

Details of Members' attendance at Essex Pension Fund Board and Investment Steering Committee meetings and training events (internal and external) are recorded throughout the year and presented to the Board at its March meeting. They are also reported on an ongoing basis as part of the Board's assessment of its performance against objectives identified in the Business Plan.

During 2012/13, internal training sessions have covered the following issues:

- accounts and audit regulations
- investments
- the changing dynamics of the Local Government Pension Scheme
- implementing the new Local Government Pension Scheme 2014.
- governance

## **6. Future Work Programme**

- 6.1 The Board maintains a forward plan of its forthcoming work (the Forward Look) which identifies items to be brought before Members over time and programmes tasks for future years. The document is reported to each Board meeting.
- 6.2 In addition to the regular standing items, the reform of the Local Government Pension Scheme remains an issue for consideration in 2013/14.

# Essex Fire Authority

## Report to the Constituent Authorities

### 5 June 2013

#### 1. MEMBERSHIP OF THE ESSEX FIRE AUTHORITY SUB COMMITTEES AND DATES OF FUTURE MEETINGS

Please find below Members nominated to form the sub committees of the Essex Fire Authority, as well as confirmation of the Chairman and Vice-Chairman. Also included are dates of future committee meetings.

**Chairman – Councillor A M Hedley**

**Vice-Chairman – Councillor A Holland (Southend)**

#### Policy and Strategy Committee

<i>Conservative</i>	<i>Labour</i>	<i>Liberal Democrat</i>	<i>UKIP</i>	<i>Independent/Green</i>
Councillor Chandler	Councillor Kent	Councillor Aspinell	Councillor Smith	Councillor Oxley
Councillor Grundy	Councillor Young			
Councillor Hedley				
Councillor Holland				
Councillor Newton				

#### Audit, Governance and Review Committee

<i>Conservative</i>	<i>Labour</i>	<i>Liberal Democrat</i>	<i>UKIP</i>	<i>Independent/Green</i>
Councillor Evans	Councillor Danvers	Councillor Turrell	Councillor Erskine	Councillor Hoy
Councillor Gadsby	Councillor Okunade	Councillor Wexham		
Councillor Guglielmi				
Councillor Honeywood				
Councillor Knapman				
Councillor Maddocks				
Councillor McEwen				
Councillor Wood				

#### Audit Sub Committee

<i>Conservative</i>	<i>Labour</i>	<i>Liberal Democrat</i>	<i>UKIP</i>
Councillor Knapman	Councillor Danvers	Councillor Wexham	Councillor Erskine
Councillor Maddocks			
Councillor Evans			
Councillor Wood			

### **Dates of future Committee meetings**

<b>Fire Authority (at 10:00 hours at County Hall unless otherwise annotated)</b>
4 September 2013
4 December 2013
12 February 2014
16 April 2014
18 June 2014 (AGM)
3 September 2014 (provisional to be confirmed at June 2014 AGM)
3 December 2014 (provisional to be confirmed at June 2014 AGM)
11 February 2015 (provisional to be confirmed at June 2014 AGM)
15 April 2015 (provisional to be confirmed at June 2014 AGM)
10 June 2015 (provisional to be confirmed at June 2014 AGM)

<b>Policy &amp; Strategy Committee (at 10:00 hours at Service Headquarters unless otherwise annotated)</b>
25 September 2013
6 November 2013
15 January 2014
19 March 2014
7 May 2014
25 June 2014
24 September 2014 (provisional to be confirmed at June 2014 AGM)
5 November 2014 (provisional to be confirmed at June 2014 AGM)
14 January 2015 (provisional to be confirmed at June 2014 AGM)
18 March 2015 (provisional to be confirmed at June 2014 AGM)
24 June 2015 (provisional to be confirmed at June 2014 AGM)

<b>Audit, Governance &amp; Review Committee (at 14:00 hours at Service Headquarters unless otherwise annotated)</b>
9 October 2013
11 December 2013
22 January 2014
23 April 2014
16 July 2014
8 October 2014 (provisional date to be confirmed at June 2014 AGM)
10 December 2014 (provisional date to be confirmed at June 2014 AGM)
21 January 2015 (provisional date to be confirmed at June 2014 AGM)
22 April 2015 (provisional date to be confirmed at June 2014 AGM)
15 July 2015 (provisional date to be confirmed at June 2014 AGM)

<b>Audit Sub Committee (on the rise of Audit, Governance &amp; Review Committee at Service Headquarters unless otherwise annotated)</b>
9 October 2013
22 January 2014
23 April 2014
16 July 2014
8 October 2014 (provisional date to be confirmed at June 2014 AGM)
21 January 2015 (provisional date to be confirmed at June 2014 AGM)
22 April 2015 (provisional date to be confirmed at June 2014 AGM)
15 July 2015 (provisional date to be confirmed at June 2014 AGM)

## **2. ESSEX FIRE AUTHORITY ANNUAL REPORT**

The Annual Report highlights the progress of the Authority at year end and details the level of achievement for the reporting period 2012/13.

The Annual Report is available to view on the Essex Fire and Rescue Service website, [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk).

**Councillor Anthony Hedley**  
**Chairman**

