

Committee: Full Council
Date: 14 December 2004
Title: Report of the Independent Remuneration Panel for 2005/2006
Author: Ruth Whitlam, Steven Bennett and Martyn Fiddler

1. Introduction

1.1 The membership of the Independent Remuneration Panel is:

Ruth Whitlam (Chairman) – local resident and Director of Corporate Affairs, NHS Appointments Commission

Steven Bennett – Secretary and Clerk to Anglia Polytechnic University HEC

Martyn Fiddler – local resident and consultant on aviation customs duties and VAT

1.2 This is the panel's fourth year of operation and we have taken the opportunity to undertake a comprehensive review of our work so far. We would like to thank the members of the Council who contributed to and informed our review by taking the time to complete our questionnaire.

1.3 We would also like to thank the officers of Uttlesford District Council who continue to provide us with the excellent and efficient support which enables our work.

1.4 In this report for 2005/2006, we consider and make recommendations on:

- issues arising from our review;
- the question of members' entitlement to membership of the Local Government Pension Scheme; and
- the annual increase in the basic, special responsibility and carer's allowances.

2. Review of the Scheme of Allowances

2.1 Our analysis of members' responses to our questionnaire, discussions with members and a review of allowances payable in comparable local authorities has re-affirmed that, in our view, the scheme which we commended to the Council in 2001 remains a robust, transparent, compliant and acceptable mechanism for the calculation and payment of allowances to members.

2.2 However, there were a number of issues which arose from our review which we would like to bring to the attention of members:

2.2.1 Group leaders' allowance

In our last report we undertook to review the allowances paid to group leaders. It has been suggested to us that there is inequity in the per capita allowance paid, in that there may be more work involved in being the leader of a small group than in being the leader of a large one.

On information provided in response to our questionnaire, we believe that there is a minimum workload associated with group leadership whatever the group size. This appears to be in the region of two hours per week, which at the hourly rate of £14.79 (proposed for 2005/06) less the 35% public service discount equates to £999.80 p.a.

In recognition of this we propose a revision of the allowance payable to group leaders of either £1000 p.a. or the existing per capita sum whichever is the greater.

2.2.2 Payment of multiple special responsibility allowances

Currently members are entitled to receive only one basic and one special responsibility allowance in any financial year. It has been suggested to us that members, where they are entitled, should be able to receive more than one special responsibility allowance.

We have considered this and remain of the view that no member should receive more than one special responsibility allowance in any financial year but with the exception for group leaders. We propose that group leaders should be outwith this principle in that they may receive the group leaders allowance described above and a maximum of one other special responsibility allowance.

2.2.3 Payment of a special responsibility allowance to vice-chairmen

We have considered the payment of a special responsibility allowance to committee vice-chairmen. We are beginning to see some evidence that the work of vice-chairmen is increasing. However, we remain of the view that the current arrangements, which provide for a pro-rata payment when 'acting-up' due to an extended absence of the substantive chairman, are appropriate. We therefore propose no change to the current arrangements for 2005/06 but will keep this under review.

2.2.4 Payment of a special responsibility allowance to council representatives on significant external bodies

There is an argument that council representation on significant external bodies, such as Uttlesford Futures, should attract a special responsibility allowance. It is unclear to us, at this time, the additional workload and responsibilities involved. We propose, therefore, to keep this issue under review.

3. Pensions

- 3.1 With effect from 1st May 2003, the Local Government Pension Scheme was amended so that the basic and special responsibility allowances paid to local authority members may be treated as pensionable. The Independent Remuneration Panel is required to recommend whether or which members should be entitled to membership of the pension scheme and whether the basic or special responsibility allowances, or both, should be made pensionable.
- 3.2 The Council will only be able to make membership of the pension scheme available to those members who are recommended by the Panel. It will be for individual members to decide whether or not to opt into the scheme.
- 3.3 In considering our position, we are cogniscent of the fact that there is a cost to both the member and the council of membership of the pension scheme. We have seen in the course of our work, that there are members who have dedicated a significant number of years to public service. Given that the pension scheme is now available to members, it does not seem equitable that members should be denied access.
- 3.4 Responses to our questionnaire appear to concur with this view. We, therefore, propose that all members should be entitled to membership of the Local Government Pension Scheme. It is now a decision of the Council whether to accept, amend or reject this recommendation and if accepted, it is an individual decision for members to opt into the scheme.

4. Review of Allowances for 2005/2006

- 4.1 We propose that the 2.95% increase in the earnings of full-time local government employees agreed for 2005/2006 be applied to members' basic and special responsibility allowances for 2005/2006.
- 4.2 No adjustment to the carer's allowance is proposed but this will be kept under review.

5. Summary of Recommendations

- 5.1 We recommend that an allowance be paid to group leaders of either £1000 p.a. or the existing per capita sum whichever is the greater (para. 2.2.1).
- 5.2 We recommend that no member should receive more than one special responsibility allowance in any financial year with the exception of group leaders who should be outwith this principle and eligible to receive the group leader's allowance described above and a maximum of one other special responsibility allowance (para.2.2.2).
- 5.3 We recommend that all members should be entitled to membership of the Local Government Pension Scheme (para. 3).
- 5.4 We recommend the following allowances for payment in 2005/2006:

Basic allowance	£4,624 (notionally 65 days p.a. @ £71.14
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	per day)
Chairman of the Council	£4,624 + £3,468 + civic expenses (Basic allowance + $\frac{3}{4}$ basic allowance)
Vice Chairman of the Council	£4,624 + £2,312 (Basic allowance + $\frac{1}{2}$ basic allowance)
Leader of the Council	£4,624 + £6,936 (Basic allowance + $1\frac{1}{2}$ basic allowance)
Deputy Leader of the Council	£4,624 + £2,312 (Basic allowance + $\frac{1}{2}$ basic allowance)
Committee Chairmen	£4,624 + £3,468 (Basic allowance + $\frac{3}{4}$ basic allowance)
Chairman of Standards Committee	£3,468 ($\frac{3}{4}$ basic allowance)
Group Leaders	One basic allowance + either £1,000 p.a. or £105 x group membership as at 1 st April (subject to a minimum group size of 2) whichever is the greater.
Members of the Development Control Committee	£4,624 + £462 (Basic allowance + $6\frac{1}{2}$ days @ £71.14 per day)
Carer's allowance	£10 per hour

Ruth Whitlam
Chairman

December 2004

ADDENDUM

In relation to the payment of Special Responsibility Allowances, officers have noted that the Remuneration Panel's report on 22 April 2002 contained the following recommendation:

“It is our recommendation that, in case of the extended absence of a Committee Chairman from Council duties (3 months or more) then the relevant Vice Chairman should be remunerated on a pro-rata basis as if Chairman until such time as the Chairman returns to his/her duties.”

Due to an oversight the recommendation was not formally included within Members' Allowance Scheme at that time and it is therefore RECOMMENDED that the above recommendation be adopted as part of the Council's Scheme.

Committee: FULL COUNCIL

Date: 14 DECEMBER, 2004

Agenda Item No: 8

Title: AMENDMENT OF PROCEDURE RULES TO ENABLE THE APPOINTMENT OF AN ACTING VICE-CHAIRMAN OF THE COUNCIL

Author: Michael Perry (01799-510416)

Summary

- 1 This report deals with the procedures which would be necessary to enable the appointment of an Acting Vice-Chairman of the Council in the event that the elected Vice-Chairman was unable to act in that capacity and recommends that consideration of any motion to vary the Council's Rules of Procedure stand adjourned to the next ordinary meeting of the Council pursuant to Procedural Rule 19.2

Background

- 2 The Council's Procedure Rules provide that at the Annual Meeting of the Council the Council will elect a Chairman and Vice-Chairman of the Council for the ensuing year. In so providing the Procedure Rules repeat the statutory requirements contained in the Local Government Act, 1972. The post of Vice-Chairman is, therefore, a statutory post under that Act.
- 3 The Act provides that the appointment of the Chairman and Vice-Chairman are appointments for the Council Year. The post holders occupy that role until the next annual meeting of the Council (even if he or she shall lose their seat at an intervening election) unless he or she becomes disqualified or resigns.
- 4 There is no provision in either the Act or the Council's Procedure Rules permitting the appointment of more than one Vice-Chairman. The way in which the Act is drawn suggests that the appointment of more than one Vice-Chairman would not be lawful.
- 5 Difficulties may arise in circumstances where the Vice-Chairman is by reason of injury or ill health unable to act in that capacity. This is a circumstance not anticipated by the Act. However, the role of Chairman of the Council is an arduous one. The Chairman requires assistance in a civic capacity to represent the Council at various functions and events and also in the conduct of meetings.
- 6 Whilst the appointment of additional Vice-Chairmen may not be permissible under the Act there is nothing within the legislation which would prevent the

appointment of an Acting Vice-Chairman in circumstances where the Vice-Chairman was incapable of acting.

- 7 The Act imposes one statutory duty upon a Vice-Chairman, namely that the Vice-Chairman must take the Chair in the Chairman's absence. In the event that both the Chairman and Vice-Chairman are absent at a meeting of the Council then the Members of the Council present at that meeting must select one of their number to be Chairman for the purposes of that meeting. The Member so appointed has the full powers of the Chairman including the power to exercise a casting vote. In the absence of the Chairman and Vice-Chairman, an Acting Vice-Chairman would not automatically take the Chair. It would be for the Members of the Council present at the meeting to determine who the Chairman for that meeting should be and that person may or may not be the Acting Vice-Chairman.
- 8 To enable the Council to appoint an Acting Vice-Chairman an amendment to the Council Procedure Rules would be necessary. This would permit the appointment of an Acting Vice-Chairman in circumstances where the appointed Vice-Chairman is incapable of acting.

RECOMMENDED

(i) That Members approve the addition of the following Council procedure rule - 'Appointment of Acting Vice-Chairman

1. In the event that the Vice-Chairman appointed at the Annual Meeting of the Council shall be incapable of acting in that capacity by reason of injury, illness or for any other cause, the Council may, by resolution, at an ordinary meeting of the Council appoint one of its Members to be Acting Vice-Chairman until such time as the Vice-Chairman shall again be able to act in that capacity.

2. An Acting Vice-Chairman so appointed shall assist the Chairman of the Council by representing the Council at Civic functions and events and shall also assist the Chairman of the Council in the conduct of Council Meetings.

3. In the event that the Chairman and Vice-Chairman of the Council are both absent from a meeting of the Council then the Members of the Council present at that meeting shall appoint one of the Members present to be the Chairman of the meeting who may or may not be the Acting Vice-Chairman'.

(ii) That in the event that recommendation (i) is proposed and seconded that consideration of the same be adjourned without discussion to the Council Meeting on 15 February, 2005 pursuant to Procedure Rule 19.2.

Background Papers: None

Committee: COUNCIL
Date: 14 December 2004
Agenda Item No: 9
Title: APPOINTMENTS TO COMMITTEES ETC
Author: Mick Purkiss (01799) 510430

Summary

- 1 This report asks Members to fill vacancies on Outside Bodies and to ratify amendments made to the Liberal Democrat representation on Committees.

Background

- 2 At the last Council meeting, it was decided to defer appointments to fill vacancies on the following bodies:
 - Business Development Services (North West Essex)
 - National Housing and Town Planning Council (Eastern Region Council) – substitute
- 3 Following the by-election in the Dunmow South ward, the Liberal Democrat Group has asked for the following changes to be made to its representatives:-
 - Councillor E Gower to replace Councillor D W Gregory on Health and Housing Committee
 - Councillor E Gower to fill the vacancy on Scrutiny Committee 2 (Resources and Environment)
 - Councillor J I Loughlin to replace Councillor M L Foley on Scrutiny Committee 1 (Community and Housing)

RECOMMENDED that members consider whether they wish to fill the vacancies set out in paragraph 2 and ratify the appointments set out in paragraph 3.

Background Papers: Nil

Committee: Council
Date: 14 December 2004
Agenda Item No: 10
Title: Election of a District Councillor for the Great Dunmow South Ward on 21 October 2004
Author: Peter Snow (01799) 510431

Summary

- 1 Following the resignation of Rodney Copping an election was held on 21 October 2004 to fill the vacancy of District Councillor for the Great Dunmow South Ward. The voting was as follows:-

EMILY GOWER	Liberal Democrat	615
MICHAEL MILLER	Conservative Party	378

- 2 Emily Gower of 35 Normansfield, Great Dunmow has therefore been declared elected to serve as a District Councillor for the Great Dunmow South Ward.

FOR INFORMATION

Background Papers: None

Committee: Council
Date: 14 December 2004
Agenda Item No: 11
Title: Joint Municipal Waste Management Contract
Author: Ron Pridham (01799) 510597

Summary

- 1 To consider entering into the proposed joint procurement exercise with Essex County Council along with other Essex Local Authorities. This would enable the joining up of both waste/recycling collection with disposal across Essex.

- 2 The report requires Members to consider the following Standard recommendations from the Waste Management Advisory Board that all potential partner authorities will be deciding this month regarding their participation in the long-term arrangements for the management of Municipal Solid Waste across Essex:

Those recommendations are that:

The draft Joint Municipal Waste Management Strategy be adopted.

- (a) Uttlesford District Council will enter into the joint procurement process for long term waste management solutions, with a view to utilising PFI credits to support 3 area contracts.
- (b) The Council agrees that, subject to satisfactory contract outcome, contractual integration of some or all of the relevant services is envisaged. Relevant services for these purposes may be regarded as Refuse and Recycling
- (c) The establishment of an Area Joint Committee to be agreed, to manage the procurement process.
- (d) The authority agrees the financial contribution to the procurement process.
- (e) The draft Communications Plan be agreed.

Background

- 3 This report reflects the information shared recently at the waste management workshops and briefing opportunities. This identifies the work undertaken by the Waste Management Advisory Board to meet the long-term waste management requirements of the county.

Essex County Council has for some time been looking at the possibility of having a joint contract for the collection and disposal of all municipal waste generated in Essex. In 2002 all of the authorities joined together to form a Waste Management Advisory Board. (WMAB) where each authority is represented by its cabinet member or committee representative with responsibility for waste management. This non-executive group has steered the development of a strategy, which could deliver a Joint Municipal Waste Management Contract.

In 2003 it was decided by the WMAB that Essex should be divided into three contract areas East, West and Thames Gateway Areas.

- 1 East Colchester, Chelmsford, Tendering, Malden
- 2 West: Braintree, Epping, Harlow, Brentwood and Uttlesford
- 3 Thames Gateway: Basildon, Castle Point, Rochford, Southend and Thurrock.

These area groups have been regularly meeting to discuss and pursue the possibility of a joint contract and the key areas of discussion have been.

- Agreed levels of recycling
- Integrated working arrangements both vertical and horizontal.
- A Joint Municipal Waste Management Strategy
- The formation of a Joint Committee
- A draft Constitution for the Joint Committee
- PFI funding for the Essex Contract
- Waste Analysis by District, Area and Essex as a whole
- System Integration and Service Plans
- Draft Communications Plan
- Soft market Testing

Whilst the WMAB has been working on the principle of Joint Waste Management we are now at a point where key critical decisions need to be taken by all partner authorities. The representatives of each council have collectively agreed that the end of December 2004 is the absolute final date for the receipt of the following key decisions from each partner authority.

Key decision 1: The draft Joint Municipal Waste Management Strategy is adopted.

As part of its commitment to sustainable waste management the government recognised the fact that the division of responsibilities between the waste disposal and collection authorities can make sustainable waste management more difficult, and set out the need for authorities in areas where there are two tiers of local government to work closely together.

The introduction of the Waste and Emissions Trading Act imposes a statutory duty on authorities in two-tier areas to produce a Joint Municipal Waste Management Strategy and have it in place by April 2005. Districts can be exempted from this requirement if a district has met its 2003/04 BVPI recycling targets (Uttlesford cannot be exempt as it has not meet its statutory BVPI targets).

If Uttlesford adopts the strategy then it is accepting it will work with the County to achieve 55% recycling overall and that Uttlesford will raise its recycling rate to 36% by 2007/08 at the latest.

The advantage to Uttlesford is it would be aspiring to recycling to its statutory performance of 36% and is acting in accordance with Government advice, which is encouraging the partnership approach to waste management. The disadvantage is that the Council would not have complete autonomy over its policies on waste and recycling.

Key Extracts from the Strategy.

Policy Statements Contained in the draft Strategy.

- 1 We favour an approach emphasising waste minimisation coupled with high levels of recycling with bio-treatment.
- 2 If the long-term arrangements are PFI funded, we will seek to achieve a minimum of 45% recycling of household waste by 2009/10 and 55% recycling by 2030.

If the long-term arrangements are not PFI funded, we will seek to achieve 45% recycling of household waste by 2030.
- 3 To achieve 45% recycling by 2009/10, Waste Collection Authorities (WCAs) will need to achieve an average of 36% recycling by that date and the County Council will need to achieve 52% recycling at CA sites.
- 4 The County Council will not entertain waste management proposals, which include incineration.
- 5 The joint Municipal Waste Management Strategy is a Strategy for Essex County Council and the 12 constituent Waste collection authorities.
- 6 It is assumed that waste arisings will grow at an average 1% per year over the period to 2008/09. Over the period of the strategy, we will aim to limit waste growth to 1% above the growth in house numbers.
- 7 There is a presumption that, in future, households will separate their waste into several streams in order to achieve the demanding recycling levels sought by this strategy.
- 8 As part of the long-term arrangements it is the intention to provide transfer stations either within each WCA area or shared between 2 or more WCAs where convenient sites can be found.
- 9 Partners will establish and agree key cost indicators so that cost trends for different elements of the service can be monitored and analysed.
- 10 It is proposed that Best Possible Environmental Options (BEPO) similar to the one undertaken for the Thames gateway area will be undertaken in the East and West Areas.
- 11 Essex will be self-sufficient in managing its waste, whilst of the County. If this can be achieved on an area basis, then the proximity principle will have been met.

Key decision 2: (a): Uttlesford District Council will enter into the joint procurement process for long term waste management solutions, with a view to utilising PFI credits to support 3 area contracts.

This expression of commitment will not compel or commit this council to enter any long-term contractual arrangements. The procurement process will provide an opportunity for Uttlesford to evaluate and determine opportunities for future

collaborative working and assess financial savings that might accrue through the possible increase in efficiency and improved optimisation of collection resources.

If as a result of this procurement process, tenders do not offer good value for Uttlesford then this council could walk away.

The decision to sign up to a long-term contract would be taken when the tenders are returned late 2006 or early 2007.

The long-term contract aim would be to achieve 55% recycling which would allow the County Council to apply to Government for PFI (Private Finance Initiative) funding to finance the considerable infrastructure needed to achieve high recycling levels. As the funding would only be available for capital expenditure the County Council will benefit most from such funding, however the County has stated that those authorities who contractually integrate will have financial assistance to encourage higher levels of recycling.

The advantage to Uttlesford in entering into a long-term contract is that it gains access to this PFI funding which allows for a higher rate of recycling. The County Council commissioned consultants to compare the costs to Essex ratepayers of achieving 55% recycling with PFI funding to 45% recycling with PPP funding. The conclusion is that it is marginally less expensive (1.8%) to achieve 55% recycling with PFI funding. The County Council also commissioned AEA Technology consultants to compare the current costs with that of a fully integrated contract in West Essex using a uniformed model. The model was based on a three-stream collection service collecting residual waste weekly, dry recyclables fortnightly and bio waste fortnightly. The report identifies financial and operational benefits of around 11% in the West Area Group, as a whole, in a fully integrated Waste Management Contract. However, ultimately the only price that counts is the tender received in a competitive process.

The Council would require a specialist consultant to evaluate the tenders and ensure that it represents good value compared to the alternative of a single contract provided by the private or public sector. The cost of this exercise would be in the region of £10,000.

Key decision 2 (b): Uttlesford Council agrees that, subject to satisfactory contract outcome, contractual integration of some or all of the relevant services is envisaged. The relevant services for Uttlesford Council would be regarded as Refuse and Recycling collection.

This is asking the council, that subject to a satisfactory outcome of the procurement exercise which of the services provided by the council would be included in the Joint Waste Management Contract. For Uttlesford this would be refuse and recycling collection.

Contractual integration means a joint contract between the waste collection authorities, Essex County Council as the waste disposal authority, with a contractor for the provision of waste collection and disposal. There will be a single specification supported by detailed contract terms, which would require the delivery of a range of collection and disposal services. As stated earlier this could potentially provide financial and operational benefits and each party would be

able to have an input into the management of operational arrangements. . Each Area Group has reviewed key issues considered to be important in the management and delivery of local waste services. Such issues as ***'local choice on levels of recycling and service levels'***, ***'sovereignty/governance'***, ***'client arrangements/influence and local control on the contract'***, ***'local public interface'***, ***'quality of service'***, ***'value for money'***, ***'local tipping arrangements'***, ***'corporate identity'***, ***'local management of the contract'*** and ***'emergencies'*** will be incorporated into the management arrangements as discussed and endorsed by Members in each of the Area Groups.

If we are not to Contractually Integrate the alternatives are;

- (a) System integration, which means Uttlesford, could ignore the joint procurement exercise and procure its own services, it would have to ensure that the individual elements of the waste collection and disposal process are aligned and that both authorities are working under pre-defined procedures, consistent standards and levels. An inter-authority agreement will be necessary to ensure that Uttlesford is committed to the delivery of segregated materials in accordance with the mutually agreed Service Plan requirements.
- (b) No integration, whilst this means the Council might have more freedom to choose its own systems it would be going against Government advice, which is encouraging the partnership approach to waste management. Also there will need to be legally binding agreements between Uttlesford and Essex County Council with clear guarantees that Uttlesford is committed to deliver segregated materials in accordance with a Service Plan for the duration of the disposal contract. Failure on the part of Uttlesford might mean the County Council using its Power of Direction.

The main disadvantage of having a fully integrated refuse collections contract with waste disposal is that refuse contracts are typically 7 years in length against disposal contracts of 25 years length. The County have indicated that a means would be built into the contract by which the main contractor would need to retest the collection element every seven years to ensure best value was being maintained on the collection element of the contract.

Key decision 2(c): The establishment of an Area Joint Committee to be agreed, to manage the procurement process.

If there is an agreement to any form of integration, it is proposed that an Area Joint Committee be set up to manage the process. At this stage the Joint Committee's remit will be limited to issues related to the procurement process and the Joint Municipal Waste Management Strategy. If an authority decides to go for only system integration, then, although they can be a member of the joint committee, they will not be able to have a say on the procurement process.

The Joint Committee would only be set up initially for the life of the procurement process and to make recommendations at the end of the process as to what is the best course of action to take. If at the end of the procurement process, the council decides it still wants to enter into the joint contract and arrangements,

another Joint Committee will be set up suitable terms in its constitution to then manage the contract and operational systems.

A Joint Committee can be established by virtue of the Local Government Act 1972 which allows the functions of one authority to be discharged by another authority or jointly. The principle underpinning the Joint Committee is that it is subject to the same controls as a committee or sub committee of the authority. The Joint Committee is subject to the same scrutiny arrangements provided under the Local Government Act 2000, and is not a separate legal entity so cannot enter into a contract, sue or be sued, or hold land. The joint Committee will be formed by a written constitution that will form part of each individual authority's constitution, once approved by each authority.

The key provisions of the constitution are

- 1 The joint committee will initially only be set up for the length of the procurement timeframe, of about 3 years.
- 2 The only functions it will be able to exercise and decisions made will be set out in the annual business plan, which will have to be approved by each individual council.
- 3 Each authority will nominate one member (with one substitute)
- 4 The quorum for meetings will be 75% of voting members
- 5 The Chairman will be appointed by the voting members of the Joint Committee at its AGM and will have a casting vote
- 6 The joint committee will be subject to the scrutiny arrangements of each individual authority, which will be able to call in decisions and ask for representatives to attend their committees etc in the usual way.
- 7 Each year a new business plan will be produced by the Joint Committee and will have to be approved by each authority until it can be implemented by the Committee, as will any amendments.
- 8 The first business plan will be approved by all authorities prior to the creation of the committee.
- 9 All decisions will have to be taken in accordance with the business plan
- 10 The decisions it is intended to delegate to the Joint Committee are
 - (a) The implementation and development of the Joint Municipal Waste Management Strategy for Essex
 - (b) Approval of the outline business case if PFI is being undertaken
 - (c) Issue the OJEU notice under the EU procurement regulations
 - (d) Shortlist bidders for the contract
 - (e) Approve the tender documentation
 - (f) Select preferred bidders
 - (g) Negotiate contracts
- 11 Agree the procurement strategy
 - (a) PFI / PPP?
 - (b) Level of integration between the authorities i.e. will it include all services or only recycling or waste collection?
 - (c) Performance levels expected
 - (d) Evaluation criteria for tenders
 - (e) Sites of disposal, CA's
 - (f) Budget / how costs shared

12 The Joint Committee can only recommend the final solution to each Local Authority, at which point each authority will have to make a decision as to whether they want to sign up to the system or contractual integration.

The position of each authority is safeguarded by the fact that each business plan and any amendment to it or departure from it is subject to approval by each individual authority. Until all authorities have agreed the business plan, it is not effective and each authority has equal status.

Any amendments to the constitution of the committee require 100% approval by the committee.

The reports, agendas, minutes etc will be available to each authority. It is possible to withdraw from the committee, but that would bring with it the responsibility to meet any costs resulting from the early departure.

Key decision 2 (d): The authority agrees the financial contribution to the procurement process, as previously advised.

If Uttlesford agrees to join the procurement process then Essex County Council are asking districts to contribute to the costs of the procurement exercise. Uttlesford contribution is as follows: 04/05 £1,448, 05/06 £3219 06/07 £3,684. The cost is arrived at by the proportion of waste produced by each authority during 2003/04 as a percentage of the total cost.

Key decision 2(e): The draft Communications Plan is agreed.

Essex County Council in a support role for the WMAB will produce a Communication Plan and media protocol document for the multi-authority partnership that will be commissioning new recycling and waste management facilities in the near future.

Recommend that:

- 1 The draft Joint Municipal Waste Management Strategy is adopted.
 - (a) Uttlesford District Council will enter into the joint procurement process for long term waste management solutions, with a view to utilising PFI credits to support 3 area contracts.
 - (b) The Council agrees that, subject to satisfactory contract outcome, contractual integration of some or all of the relevant services is envisaged. Relevant services for these purposes may be regarded as Refuse and Recycling.
 - (c) The establishment of an Area Joint Committee to be agreed, to manage the procurement process.
 - (d) The authority agrees the financial contribution to the procurement process, as previously advised.
 - (e) The draft Communications Plan is agreed.

Background Papers:

Draft Joint Waste Management Strategy
Draft Constitution for a Joint Committee
Draft Communication Plan

Committee: Council
Date: 14 December 2004
Agenda Item No: 12
Title: Review of Political Arrangement and Member Development
Author: Carole C W Hughes (01799) 510407

Summary

- 1 Members have advised Officers that is it their intention to review the Political Arrangements and identify subsequent development needs. This paper proposes to Members that the IDeA is commissioned to work with Members to develop their thoughts and views into an agreed and supported way forward.
- 2 Leaders and Chairs of Committees, if they wish, are attending the IDeA leadership academy. The IDeA has also conducted peer reviews on our behalf. Due to the nature of the work that the IDeA undertakes it is recommended to Members that they are best placed on this occasion to offer the support and guidance required.
- 3 For an indication of support and associated costs the IDeA have been approached and have suggested the following key areas could be considered by Members
 - Review and evaluate with Members the political framework. How well does it work? How do Members work with each other in their different roles? How do they want it to work? What needs to be undertaken to move forward?
 - Roles and responsibilities. Is there a clear understanding? Are Members committed? How effective is the working relationship between Members and officers? What does community leadership mean to Members? What are the needs for the future?
 - Decision making. Is there clarity around who makes the decisions? How do Members influence decision making? What monitoring activity are Members engaged in? What are their intentions and requirements for the future? What development is required?

- 4 Whether the above or other subject heading are agreed the approach they would use to assist Members would be through desk research, workshops with members and officers.
- 5 The consultant recommended to Members by the IDeA is Siobhan Coughlan, Principal Consultant. The time and costs associated with the brief they have supplied as an example will last approximately 25 days and cost £15000. However full costs and time will depend on the brief set by Members.

IT is recommended that

- 1 Members task the Chief Executive with setting and agreeing a brief with leading Members and
- 2 Commissioning the IDeA to undertake the work.

Committee: Council
Date: 14 December 2004
Agenda Item No: 13
Title: Draft Corporate Plan 2005 - 2008
Author: Sarah McLagan (01799) 510560

Summary

- 1 This report provides Members with information regarding the timetable and process for the development of the Council's Corporate Plan to support a presentation on the Plan at the meeting. It recommends that Members provide comments and feedback on the draft Corporate Plan and confirm the arrangements for the production and distribution of the Plan.

Background

- 2 Last year, the Council produced its Quality of Life Corporate Plan which set out the ambitions of the Council for this District until 2007. It was agreed that the Plan would be formally reviewed in June of each year to ensure continued appropriateness, having regard to changes and the progress made.
- 3 During the summer of 2004 a review of the Quality of Life Corporate Plan began. Work was done to ascertain what projects had been or would be completed by the end of 2004, which projects were of a service or on-going nature and were more appropriately allocated to Service Plans and which projects were to move into a new Corporate Plan for 2005 – 2008. As a result of this audit process an audited copy of the Quality of Life Corporate Plan which sets out the status of every project is to be circulated to Members for information.
- 4 In addition, suggestions have been sought from Members and staff as to which new projects should be included in the new Plan. At a workshop in September Members and officers considered over 60 projects and confirmed the basis for the development of the new Plan as follows –
 - Actions should be allocated under one of the Council's five themes for improvement (Excellence, People, Community, Customers & Communication).
 - Specific actions to do with the management of services, e.g. production of strategies, should not be included in the Corporate Plan Action Plan but should be acknowledged/highlighted as key areas of work elsewhere in the document.
 - The Corporate Plan should be more than a list of actions. It should also put in context the work of the Council as a whole, give information about its service units and their key areas of responsibility and identify the key areas for improvement that are being pursued.

- 5 In addition to the above, officers also considered it important to recognise and promote the resources of the Council and that the document should be written in such a way that the reader, whether a Member or a member of staff, had a broader understanding of the work of the Council.

Consultation on the Draft Corporate Plan

- 6 It was agreed that the draft Corporate Plan should be circulated to all staff and Members for comment and feedback. In addition, it was agreed that although it was difficult to consult the public on such a document, use could be made of the Council's magazine, Uttlesford Life, to seek feedback from residents on the relevance of and progress towards the Council's nine Strategic Aims. The magazine will be circulated to every resident just before Christmas and also includes questionnaires on the budget and access to services issues. The results of the consultation exercise will be reported to Members in the new year.
- 7 Feedback from Members and staff has generally been very positive. Changes to the document have included corrections of a grammatical and factual nature and the strengthening and clarification of some aspects of text.

Production and Distribution of the Corporate Plan

- 8 A significant issue for Members to consider is what appearance/format and status/audience the Plan is to have? Should it remain, as it is now – essentially a working document for the staff and Members of the Council - or be turned into a public/partner orientated document?
- 9 If it remains as it is now, the document would need very little modification. If it is to be a publicly orientated document it will need to be type set, glossy and have photos and graphs inserted. The Council's Print Room estimates that if it were to be printed in-house it would cost approximately £6,000 for 400 copies.
- 10 Whichever approach Members decide to adopt, the intention is for the Improvement section and Action Plan to be on the Intranet on an interactive database. This will enable the Strategy & Performance EM to require staff to update the database with details of the status/progress of a project on a regular basis and track and report on progress made. This approach will enable us to ensure that the relevant sections of the Plan become part of our developing performance management culture.
- 11 Staff and Members will receive a CD Rom with a copy of the full document and it will be available in full on the Council's web and intranet sites.
- 12 If Members feel that the Council should promote the Corporate Plan to the public, but do not consider it necessary to go to the expense of printing a full, glossy version of the document, a leaflet could be printed and distributed with brief details and information about the key aims and targets for the Council. Alternatively, a feature could be included on the Plan in the spring edition of Uttlesford Life.

Timetable for production of final document

- 13 Members will recall receiving details of the proposed timetable for the development of the Corporate Plan as follows –

TIMESCALE	MEMBERS	OFFICERS
December / January		
○ Budget Consultation exercise to include references to Corporate Plan and key actions		
Tuesday 14 December	○ Final Draft considered by Council	○ Officers provide details of any public feedback received on Corporate Plan during Budget Consultation exercise
December/January		○ Officers make final changes to document ○ Printing / writing to CD Rom of Final Draft by Print Room / IT
Tuesday 15 February	○ Final Corporate Plan confirmed by Council	
February - July		
○ Process for implementation, monitoring & review is embedded in Council activity		
July	○ Members receive 1 st Quarterly Review of progress	

- 14 There is sufficient time allowed within the timetable for the inclusion of other key corporate issues that are currently or shortly to be considered. Examples include the outcome of the Audit Commission's User Focus assessment, the Audit Commission's inspection of Planning Services and further development of the Risk Management Strategy. The outcomes would be included in the Key Areas for Improvement section of the Plan.
- 15 Once the final Corporate Plan is confirmed in February, officers will seek details of the Members that wish to be associated with particular projects contained in the Plan.

Recommended that

- 1 Members provide comments and feedback on the draft Corporate Plan 2005 – 2008
- 2 Members confirm the preferred approach for the production and distribution of the Corporate Plan.

Background Papers: Programme Office File on draft Corporate Plan

Committee: COUNCIL
Date: 14 DECEMBER, 2004
Agenda Item No: 14
Title: LICENSING POLICY
Authors: Cllr Martin Savage
Michael Perry (01799) 510416

Summary

- 1 This report is to inform Members of the work done and consultations undertaken in relation to the Council's draft statement of licensing policy and to recommend that Council adopt the draft as the licensing policy of the Council for the period from 7 February, 2005 until 6 February, 2008.

Background

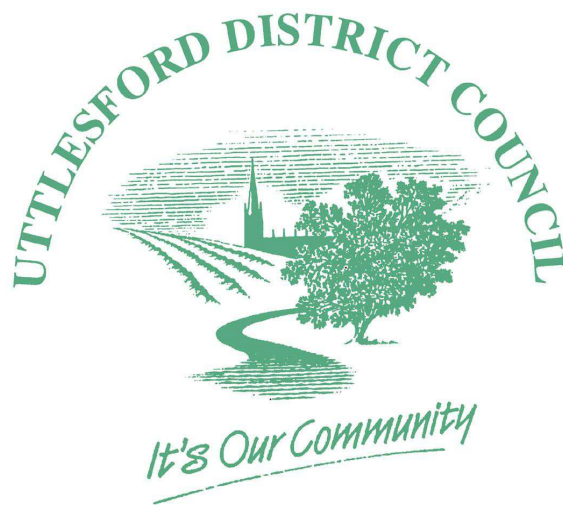
- 2 The Licensing Act 2003 is the first major reform of licensing law for over a century. It transfers responsibility for liquor licensing from magistrates to local authorities so that all licensing activities are dealt with under one regime. With effect from 7 February 2005 (the first appointed date) licencees will be able to apply for existing justices and public entertainment licences to be converted to a local authority licence under transitional provisions. The Act will be in full force on the second appointed date, yet to be designated but anticipated to be sometime in November 2005.
- 3 The Act requires licensing authorities to have a licensing policy. All applications for licences will be considered against the background of this document. The adoption of that policy is a matter for full Council and is not capable of delegation. Regulations require councils to publish their adopted policies by 7 January 2005.
- 4 Within Essex Licensing Officers across the County worked together on a draft licensing policy with the intention that this should be adapted by Councils within the County to meet their own local circumstances.
- 5 On 9 August, 2004 the Licensing Committee approved a draft policy drawn from the Essex Model but with local variations as a basis for consultation.
- 6 Details of the policy were published on the Council's website and it received wide press publicity. A public meeting was held at the Council Offices at Saffron Walden on 13 October. Invitations were sent to all members of the licensed trade within the district, breweries with a known interest in the district, all town and parish clerks and relevant statutory consultees. The meeting was well attended by the trade, those interested in village halls and the public.
- 7 An interim report on responses to the consultation exercise was made to a special meeting of the Licensing Committee on 27 October 2004. As a result

some amendments were made to the draft policy document.

- 8 On 10 November 2004, the Licensing Committee approved the final version of the draft licensing policy which appears at Appendix 1 to this report and recommended that full Council adopt the same as the Council's Licensing Policy.

RECOMMENDED That the Council adopts the draft licensing policy statement at Appendix 1 to this report as the Licensing Policy for Uttlesford District Council.

Background Papers: None



(DRAFT) STATEMENT OF LICENSING POLICY

STATEMENT OF LICENSING POLICY

1.0 INTRODUCTION

Introduction

- 1.1 Uttlesford District Council is the Licensing Authority under the Licensing Act 2003 and is responsible for granting premises licences, club premises certificates, temporary events notices and personal licences in the District in respect of the sale and/or supply of alcohol and the provision of regulated entertainment and late night refreshment. In doing so the Licensing Authority will carry out its functions in such a way as to promote the licensing objectives referred to at paragraph 1.4 below.
- 1.2 When assessing applications, the Licensing Authority must be satisfied that the measures proposed in the applicant's operating schedule aim to achieve that outcome, as far as possible. Bold type refers to matters that the Licensing Authority expects to see addressed in the applicant's operating schedule, where appropriate. Passages of text that are not in bold are provided to assist applicants to understand what the Licensing Authority is seeking to achieve, the factors that influence the achievement of that outcome and the control measures that could be implemented by the applicant to achieve that outcome.
- 1.3 However, it should be recognised that this policy covers a wide variety of premises and activities carried on in them including theatres, cinemas, restaurants, pubs, nightclubs, private members' clubs, village halls and community centres, as well as off-licences and late night food premises and vehicles selling hot food or hot drink after 11p.m. For this reason, this policy cannot detail all the factors that influence the achievement of the licensing objectives nor can this policy detail all the control measures that may be appropriate.

The Licensing Objectives

- 1.4 The 2003 Act requires the Licensing Authority to carry out its various licensing functions so as to promote the four licensing objectives. These are:
 - The Prevention of Crime and Disorder
 - Public Safety
 - The Prevention of Public Nuisance
 - The Protection of Children From Harm
- 1.5 **In respect of each of the four licensing objectives, applicants will need to provide evidence to the Licensing Authority that suitable and sufficient measures, as detailed in their operating schedule, will be implemented and maintained, relevant to the individual style and characteristics of their premises and events. Reference will need to be made to whether additional measures will be taken on an occasional or specific basis such as when a special event or promotion is planned, which is intended to, or likely to attract, larger audiences.**

Statement of Licensing Policy

- 1.6 The 2003 Act further requires that the Licensing Authority publishes a 'Statement of Licensing Policy' that sets out the policies the Licensing Authority will generally apply to promote the licensing objectives when making decisions on applications made under the Act.
- 1.7 This 'Statement of Licensing Policy' has been prepared in accordance with the provisions of the 2003 Act and having regard to the guidance issued under Section 182 of the Act. It has been drafted in partnership with the Essex Joint Licensing Officers' Forum, the Uttlesford Community Safety Action Team and the Uttlesford Alcohol and Drug Strategy Group. These partnerships provide links to the Essex Chief Executives' Association's Crime and Disorder Steering Group, who will maintain a strategic overview of issues associated with permissions issued under the Licensing Act 2003.
- 1.8 This Policy Statement takes effect on 7 February 2005 and will remain in force for a period of not more than 3 years. It will be subject to regular review and further consultation prior to 6 February 2008

Consultation

- 1.9 There are a number of groups who have a stake in the leisure industry, including providers, customers, residents and enforcers, all of whom have views and concerns that require consideration as part of the licensing function and promotion of the licensing objectives.
- 1.10 In developing this Policy Statement, the Licensing Authority consulted widely. Along with the statutory consultees (the Chief Police Officer for the District and the Essex County Fire and Rescue Service), the views of existing licence holders, businesses, voluntary groups and residents were also taken into account. Due consideration was given to the views of all those who responded to that consultation process.

Links to other Strategies

- 1.11 In preparing this statement of licensing policy, the Licensing Authority has had regard to and consulted those involved in its local strategies on crime prevention, planning, transport, culture, tourism and economic development, provision of private hire vehicles and hackney carriages to ensure the proper co-ordination and integration of the aims and actions of these policies. Review and amendment of these strategies will be considered for their impact on this statement of licensing policy.
- 1.12 Further, arrangements will be made for the Licensing Committee to receive reports, when appropriate, on the needs of the local tourist economy to ensure that these are reflected in their considerations. The Licensing Committee will also be apprised of the local employment situation and the need for new investment and employment, where appropriate.
- 1.13 To ensure proper integration with the Licensing Authority's planning policies, the Licensing Committee will provide reports to the Development Control Committee, where appropriate, on the situation regarding licensed premises in the area,

including the general impact of alcohol related crime and disorder, to enable the Development Control Committee to have regard to such matters when making its decisions.

- 1.14 The Licensing Authority recognises its responsibilities under the Race Relations Act, 1976, as amended by the Race Relations (Amendment) Act, 2000. The impact of this policy on race relations will be monitored through the Licensing Authority's race equality scheme.

Regulated Entertainment

- 1.15 Having regard to the Licensing Authority's Leisure and Culture Strategy and the International Covenant on Economic, Social and Cultural Rights (ICESCR), ratified in 1976, a diverse provision of cultural activities is welcomed for the benefit of communities. The Licensing Authority will monitor the licensing of regulated entertainment, especially with regard to live music and dancing, theatrical performances, circuses, etc. to ensure that such events are promoted without unreasonable restrictions being imposed, which would discourage such events. The Licensing Authority will need to balance the natural concern to prevent disturbance in neighbourhoods with the wider cultural benefits, particularly the cultural benefits for children. Advice and guidance on this matter will be sought from the Licensing Authority's Youth and Arts Development Officer.

Applications

- 1.16 When considering applications, the Licensing Authority will have regard to
- the Licensing Act 2003 and the licensing objectives,
 - Government guidance issued under Section 182 of the Licensing Act 2003,
 - any supporting regulations
 - this statement of licensing policy
- 1.17 This does not however undermine the rights of any person to apply under the 2003 Act for a variety of permissions and have the application considered on its individual merits, nor does it override the right of any person to make representations on any application or seek a review of a licence or certificate where they are permitted to do so under the 2003 Act.
- 1.18 When the Licensing Authority is considering any application, it will avoid duplication with other regulatory regimes, so far as possible, and does not intend to use the licensing regime to achieve outcomes that can be achieved by other legislation. In particular, its licensing functions will be discharged separately from its functions as the local planning authority. **However, applications for premises licences for permanent commercial premises should normally be from businesses with planning consent for the property concerned.** (Other permissions may be applicable to licensed premises and applicants are expected to ensure that such permissions are obtained where necessary.)
- 1.19 When one part of the Licensing Authority seeks a premises licence from the licensing authority, the licensing committee and its officers will consider the matter from an entirely neutral standpoint. If relevant representations are made, for

example, by local residents or the police, they will be considered fairly by the committee. Those making representations genuinely aggrieved by a positive decision in favour of a local authority application by the licensing authority may be entitled to appeal to the magistrates' court and thereby receive an independent review of any decision made.

- 1.20 In all cases, applicants and those making representation in respect of applications to the Licensing Authority have a right of appeal to the Magistrates' Court against the decisions of the Licensing Authority.

Representations

- 1.22 The Chief Officer of Police, the Fire Authority, the Enforcing Authority for health and safety purposes, the local planning authority, the authority responsible for minimising or preventing the risk of pollution and the Child Protection Authority are all known as 'Responsible Authorities'. These responsible authorities may make representations on applications, so far as they relate to the promotion of the four licensing objectives, and request reviews once licences have been granted.
- 1.23 Local residents and businesses, in the vicinity of the premises subject to the application, or their representatives, (known as 'interested parties') are free to raise relevant representations. A representation would only be 'relevant' if it relates to the likely effect of the grant of the licence on the promotion of at least one of the four licensing objectives. In addition, the representation must not be frivolous or vexatious, and in the case of reviews, in addition, not repetitious.

Conditions

- 1.24 Licensing is about the appropriate control of licensed premises, qualifying clubs, temporary events and the people who manage them or hold personal licences within the terms of the 2003 Act. Where relevant representations are made, the Licensing Authority will seek to make objective judgements as to whether conditions may need to be attached to various authorisations and others in possession of relevant authorisations, to secure achievement of the licensing objectives. Any conditions arising from the operating schedule or as a result of representations will primarily focus on the direct impact of the activities taking place at licensed premises on those attending the premises and members of the public living, working or otherwise engaged in normal activity in the area concerned and will cover matters that are within the control of individual licensees.
- 1.25 The Licensing Authority acknowledges that the licensing function cannot be used for the general control of the anti-social behaviour of individuals once they are beyond the direct control of the licensee of any premises concerned. However, other mechanisms may be utilised, where appropriate, to tackle unruly or unlawful behaviour of consumers when beyond the control of the individual, club or business holding the licence, certificate or authorisation concerned. These include:
- planning controls

- positive measures to create a safe and clean town environment in partnership with local businesses, transport operators and other departments of the local authority
 - the provision of CCTV surveillance in town centres, ample taxi ranks, provision of public conveniences open late at night, street cleaning and litter patrols
 - powers of local authorities to designate parts of the local authority area as places where alcohol may not be consumed publicly
 - police enforcement of the general law concerning disorder and anti-social behaviour, including the issuing of fixed penalty notices
 - the prosecution of any personal licence holder or member of staff at such premises who is selling alcohol to people who are drunk
 - the confiscation of alcohol from children and adults in designated areas
 - police and/or local authority powers to close down instantly for up to 24 hours any licensed premises or temporary events on grounds of disorder, the likelihood of disorder or noise emanating from the premises causing a nuisance
 - the power of the police, other responsible authorities or a local resident or business to seek a review of the licence or certificate in question
- 1.26 If an applicant volunteers a prohibition or restriction in their operating schedule because their own risk assessment has determined such prohibition or restriction to be appropriate, such volunteered prohibitions or restrictions will become conditions attached to the licence, or certificate and will be enforceable as such.
- 1.27 The Licensing Authority recognises that all applications should be considered on an individual basis and any condition attached to such a licence will be tailored to each individual premises, in order to avoid the imposition of disproportionate and other burdensome conditions on those premises. Standard conditions will therefore be avoided. Conditions will not be imposed that cannot be shown to be necessary for the promotion of the licensing objectives.

Delegation of Functions

- 1.28 With the exception of the approval and review of its Licensing Policy, decisions on licensing matters will be taken in accordance with an approved scheme of delegation aimed at underlining the principles of timely, efficient and effective decision-making. Applications which do not attract representations from relevant authorities or relevant representations from interested parties will be determined by officers under delegated powers. Where such representations are received the application will be determined by Members of the Licensing Committee. The Licensing Committee will receive regular reports regarding licences determined by officers under delegated powers, in order to maintain an overview of the general situation.

The Need for Licensed Premises

- 1.29 There can be confusion about the difference between “need” and the “cumulative impact” of premises on the licensing objectives. “Need” concerns the commercial demand for another pub or restaurant or hotel. This is not a matter for a licensing authority in discharging its licensing functions or for its statement of licensing policy.

Cumulative Impact of a Concentration of Licensed Premises

- 1.30 “Cumulative impact” means the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area. The cumulative impact of licensed premises on the promotion of the licensing objectives is a proper matter for a licensing authority to consider in developing its licensing policy statement.
- 1.31 The Licensing Authority acknowledges that a concentration of licensed premises in a particular area can result in an increased number of people walking through or congregating in streets during the night with the potential impact of an increase in crime, anti-social behaviour, noise pollution and other disturbance to residents, together with an increase in littering or fouling. In such cases the amenity of local residents can be placed under severe pressure but may not be attributable to any individual premises.
- 1.32 The Licensing Authority will only adopt a special policy on cumulative impact if there is evidence that a significant number of licensed premises concentrated in one area are resulting in unacceptable levels of crime and disorder or public nuisance.
- 1.33 The Licensing Authority, having regard to the evidence currently available, considers that there is no particular part of the district causing a cumulative impact on any of the licensing objectives.**
- 1.34 However, the cumulative impact of licensed premises in a particular area may, at a future time, on representation from residents or businesses or a responsible authority, trigger the consideration of whether any additional licences or substantial variations to existing licences, to increase such aspects as capacity or operating hours, would lead to an unacceptable saturation in an area. The onus will be on the objector to provide evidence that additional licences or the variation of existing licences will produce the cumulative impact claimed.

Advice and Guidance

- 1.35 The Licensing Authority recognises the valuable cultural, social and business importance that premises and events requiring a licence under the Licensing Act provide and welcomes the diversity of activities that are provided by licence holders. For this reason, pre-application discussions will be encouraged to assist applicants to develop their operating schedule. The Licensing Authority, Essex Police and/or Essex County Fire and Rescue Service will offer as much advice and guidance to applicants, as resources permit.
- 1.36 The Licensing Authority will also seek to liaise with applicants and/or mediate between applicants and others who may make representations, to achieve a satisfactory outcome for all involved, wherever possible and where resources permit. Where an applicant considers that mediation and liaison may be likely or probable, it is recommended that the applicant discuss his proposal with the licensing department/section and those from who they think representations are likely prior to submitting their application. Once an application has been lodged, there are statutory time scales imposed upon the application and determination process, which restrict the opportunity for such discussions, liaison and mediation.

Reviews

- 1.38 Where possible and appropriate the Licensing Authority, Essex Police and/or Essex Fire Service will give early warning to licence holders of any concerns about problems identified at premises and of the need for improvement.
- 1.39 Responsible authorities and/or interested parties living in the vicinity can trigger a review of a premises licence but an evidentiary basis would be required to be presented to the Licensing Authority.
- 1.40 No more than one review from interested parties will be normally permitted within any 12 month period on similar grounds except in exceptional and compelling circumstances.

Transition Period and 'Grandfather Rights'

- 1.41 During the transitional period, there are special arrangements for holders of existing licences to convert those licences, on the same terms, conditions and restrictions, (known as 'grandfather rights'). In these circumstances, only the Police may raise a representation, in respect of the crime and disorder objective.

Enforcement

- 1.42 The Licensing Authority delivers a wide range of enforcement services aimed at safeguarding the environment and the community and at providing a 'level playing

field' on which businesses can fairly trade. The administration and enforcement of the licensing regime is one of these services. The Authority has adopted the Government's Enforcement Concordat designed to ensure effective and efficient public protection services. Specifically, the Licensing Authority is committed to accord with the principles of good enforcement practice by carrying out its regulatory functions in a fair, open and consistent manner.

1.43 The Enforcement Concordat is based on the principles that businesses should:

- receive clear explanations from enforcers of what they need to do and by when;
- have opportunities to resolve differences before enforcement action is taken - unless immediate action is needed;
- receive an explanation of their rights of appeal

1.44 The Licensing Authority recognises the interests of both citizens and businesses and will work closely, with partners, to assist licence holders to comply with the law and the four licensing objectives it seeks to promote. However, proportionate but firm action will be taken against those who commit serious offences or consistently break the law.

1.45 The Licensing Authority will establish an enforcement protocol with Essex Police, Essex County Fire and Rescue Service and Essex County Licensing Authority Trading Standards on enforcement issues. This protocol will provide for the targeting of resources towards high-risk premises and activities that require greater attention, while providing a lighter touch in respect of low risk premises that are well operated. A draft of the protocol can be viewed on the Licensing Authority's website: www.uttlesford.gov.uk. Hard copies are available on request.

2.0 LICENSING OBJECTIVES

2.1 The following sections set out the Licensing Authority's Policy relating specifically to the four licensing objectives:

- the prevention of crime and disorder
- public safety
- the prevention of public nuisance
- the protection of children from harm

2.2 In each section relating to the objectives, the Licensing Authority has defined its intended outcome (in bold type). Each section then lists the influencing factors on the achievement of that objective but, because of the wide variety of premises and

activities to which this policy applies, the lists provided are not exhaustive. **Applicants should know their premises best and will be expected to address all aspects relevant to the individual style and characteristics of their premises and events.**

- 2.3 Further, in each section, a list of possible control measures is provided, to be of assistance to applicants, but again is not intended to be an exhaustive list. Many control measures achieve more than one objective but have not necessarily been listed under each objective. Similarly, applicants will not be required to mention a control measure more than once in their operating schedule.
- 2.4 **The selection of control measures, referred to in 2.3 above, should be based upon a risk assessment of the premises, events, activities and the customers expected to attend (e.g. their age, number, etc.).** Whilst the Licensing Authority cannot require such risk assessments to be documented, (other than where required by other legislation), it considers such documentation to be good practice and a useful tool in the instruction and training of staff, as well as a sound basis for review by the licence holder, in the event of requiring to make application for variation or in response to changing circumstances/conditions at the premises.
- 2.5 Additional measures may be necessary on an occasional or specific basis such as when a special event (e.g. popular live band) or promotion (e.g. during major sporting occasions) is planned, which is intended to, or likely to attract larger audiences and/or audiences of a different nature, and which can have a significant impact on the achievement of the licensing objectives. **Reference must be made in an applicant's operating schedule, where applicable, to such occasions and the additional measures that are planned in order to achieve the licensing objectives.**
- 2.6 The Licensing Authority considers the effective and responsible management of the premises, instruction, training and supervision of staff and the adoption of best practice to be amongst the most essential control measures for the achievement of all the licensing objectives. **For this reason, these elements should be specifically considered and addressed within an applicant's operating schedule.**
- 2.7 In addition, the occupancy capacity for premises, and events as appropriate, is also considered to be an essential factor in the achievement of the four licensing objectives, (except in respect of premises licensed for the consumption of food and/or alcohol off the premises). **The Licensing Authority will expect the issue of occupancy capacity to be considered and addressed, where necessary, within an applicant's operating schedule and, in most instances, will agree a maximum occupancy capacity, based on the applicant's assessment within their operating schedule.**
- 2.8 The design and layout of premises are important in determining capacity, as is the availability and size of exits within recommended travel distances. Other factors should also be considered when assessing the appropriate capacity for premises or events. These include:

- the nature of the premises or event
- the nature of the licensable activities being provided
- the provision or removal of such items as temporary structures, such as a stage, or furniture
- the number of staff available to supervise customers both ordinarily and in the event of an emergency
- the age of the customers
- the attendance by customers with disabilities, or whose first language is not English
- availability of suitable and sufficient sanitary accommodation
- nature and provision of facilities for ventilation

2.9 The agreement to a capacity for premises or events should not be interpreted as a requirement to also provide permanent monitoring arrangements such as doorstaff, attendance clickers or maintenance of attendance records. The Licensing Authority recognises that the person in charge at the premises can often readily assess the capacity of premises without resort to such measures. **However, where the capacity is likely to be reached (such as on known busy evenings) and particularly where a special event or promotion is planned, the applicant will be expected to detail the additional arrangements that will be put in place to ensure that the capacity of the premises is not exceeded.**

3.0 PREVENTION OF CRIME AND DISORDER

3.1 The Licensing Authority is committed to further improving the quality of life for the people of the District of Uttlesford by continuing to reduce crime and the fear of crime.

3.2 Section 17 of the Crime and Disorder Act 1998 introduced a wide range of measures for preventing crime and disorder and imposed a duty on Uttlesford District Council, Essex Police, Essex County Licensing Authority and others to consider crime and disorder reduction in the exercise of all their duties. The Licensing Act 2003 reinforces this duty for local authorities.

3.3 The promotion of the licensing objective, to prevent crime and disorder, places a responsibility on licence holders to become key partners in achieving this objective. **Applicants will be expected to demonstrate in their operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to reduce or prevent crime and disorder on and in the vicinity of their premises, relevant to the individual style and characteristics of their premises and events.**

3.4 When addressing the issue of crime and disorder, the applicant should demonstrate that those factors that impact on crime and disorder have been considered. These may include:

- Underage drinking
- Drunkenness on premises

- Public drunkenness
- Drugs
- Violent behaviour
- Anti-social behaviour

3.5 The following examples of control measures are given to assist applicants who may need to take account of them in their operating schedule, having regard to their particular type of premises and/or activities:

- Effective and responsible management of premises
- Training and supervision of staff
- Adoption of best practice guidance (e.g. Safer Clubbing, the National Alcohol Harm Reduction Strategy Toolkit and other voluntary codes of practice, including those relating to drinks promotions e.g. The Point of Sale Promotions published by BBPA, Security in Design published by BBPA and Drugs and Pubs, published by BBPA)
- Acceptance of accredited 'proof of age' cards e.g. PASS, locally approved 'proof of age' cards e.g. 'Prove It' and/or 'new type' driving licences with photographs
- Provision of effective CCTV and mirrors in and around premises
- Employment of Security Industry Authority licensed Doorstaff
- Provision of toughened or plastic drinking vessels
- Provision of secure, deposit boxes for confiscated items ('sin bins')
- Provision of litterbins and other security measures, such as lighting, outside premises
- Membership of local 'Pubwatch' schemes or similar organisations

3.6 Within the operating schedule for premises from which alcohol will be sold, a Premises Supervisor must be designated ('Designated Premises Supervisor' DPS). The Licensing Authority will normally expect the DPS to have been given the day to day responsibility for running the premises by the premises licence holder, and, as such, would normally be present on the licensed premises on a regular basis. In addition to the DPS holding a personal licence, the Licensing Authority would strongly encourage the DPS to undergo additional training, and to have experience commensurate with the nature and style of entertainment provided and the capacity of the premises.

3.7 Certain temporary events are not required to be licensed but can be notified to the Licensing Authority using the Temporary Event Notice procedure. However, depending on the nature and location of such events, these can have serious crime and disorder implications. Organisers of these events are encouraged to submit their notification as soon as reasonably practicable to enable the police and the Licensing Authority to work with them to identify and reduce the risk of crime and disorder.

4.0 PUBLIC SAFETY

4.1 The Licensing Authority is committed to ensuring that the safety of any person visiting or working in licensed premises is not compromised. **To this end, applicants will be expected to demonstrate in their operating schedule that suitable and sufficient measures have been identified and will be**

implemented and maintained to ensure public safety, relevant to the individual style and characteristics of their premises and events.

4.2 When addressing the issue of public safety, an applicant must demonstrate that those factors that impact on the standards of public safety have been considered. These may include:

- the occupancy capacity of the premises
- the age, design and layout of the premises, including means of escape in the event of fire
- the nature of the licensable activities to be provided, in particular the sale or supply of alcohol, and/or the provision of music and dancing and including whether those activities are of a temporary or permanent nature
- the hours of operation (differentiating the hours of opening from the hours when licensable activities are provided, if different)
- customer profile (e.g. age, disability)
- the use of special effects such as lasers, pyrotechnics, smoke machines, foam machines, etc.

4.3 The following examples of control measures are given to assist applicants who may need to take account of them in their operating schedule, having regard to their particular type of premises and/or activities:

- Suitable and sufficient risk assessments
- Effective and responsible management of premises
- Provision of a sufficient number of people employed or engaged to secure the safety of the premises and patrons
- Appropriate instruction, training and supervision of those employed or engaged to secure the safety of the premises and patrons
- Adoption of best practice guidance (e.g. Guide to Fire Precautions in Existing Places of Entertainment and Like Premises, The Event Safety Guide, Safety in Pubs published by the BBPA))
- Provision of effective CCTV in and around premises
- Provision of toughened or plastic drinking vessels

- Implementation of crowd management measures
- Proof of regular testing (and certification where appropriate) of procedures, appliances, systems etc. pertinent to safety

5.0 PREVENTION OF PUBLIC NUISANCE

- 5.1 Licensed premises have a significant potential to adversely impact on communities through public nuisances that arise from their operation. The Licensing Authority wishes to proactively maintain and protect the amenity of residents and other businesses from the potential consequence of the operation of licensed premises whilst recognising the valuable cultural, social and business importance that such premises provide.
- 5.2 The Licensing Authority intends to interpret “public nuisance” in its widest sense, and takes it to include such issues as noise, light, odour, litter and anti-social behaviour, where these matters impact on those living, working or otherwise engaged in normal activity in an area.**
- 5.3 Applicants need to be clear that the Licensing Authority will normally apply stricter conditions, including controls on licensing hours, where licensed premises are in or near residential areas and where relevant representations have been received. Conversely, premises which can demonstrate that they have effective measures planned to prevent public nuisance, may be suitable for 24-hour opening.**
- 5.4 In the case of shops, stores and supermarkets selling alcohol, the Licensing Authority will normally permit the hours during which alcohol is sold to match the normal trading hours during which other sales take place, unless there are exceptional reasons relating to disturbance or disorder.**
- 5.5 Applicants will be expected to demonstrate in their operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to prevent public nuisance, relevant to the individual style and characteristics of their premises and events.**
- 5.6 When addressing the issue of prevention of public nuisance, the applicant must demonstrate that those factors that impact on the likelihood of public nuisance have been considered. These may include:
- the location of premises and proximity to residential and other noise sensitive premises, such as hospitals, hospices and places of worship
 - the hours during which the licensable activities will be carried out particularly between 23.00 and 07.00
 - the closing time of the premises

- the nature of activities to be provided, including whether those activities are of a temporary or permanent nature and whether they are to be held inside or outside premises
- the design and layout of premises and in particular the presence of noise limiting features
- the occupancy capacity of the premises
- the availability of public transport

5.7 The following examples of control measures are given to assist applicants who may need to take account of them in their operating schedule, having regard to their particular type of premises and/or activities:

- Effective and responsible management of premises
- Appropriate instruction, training and supervision of those employed or engaged to prevent incidents of public nuisance, e.g. to ensure customers leave quietly
- Control of operating hours for all or parts (e.g. garden areas) of premises, including such matters as deliveries
- Adoption of best practice guidance (e.g. Good Practice Guide on the Control of Noise from Pubs and Clubs, produced by Institute of Acoustics, Licensed Property: Noise, published by BBPA)
- Installation of soundproofing, air conditioning, acoustic lobbies and sound limitation devices
- Management of people, including staff, and traffic (and resulting queues) arriving and leaving premises
- Liaison with public transport providers
- Siting of external lighting, including security lighting
- Management arrangements for collection and disposal of litter
- Effective ventilation systems to prevent nuisance from odour

6.0 PROTECTION OF CHILDREN FROM HARM

- 6.1 The protection of children from harm is a most important issue. While it is hoped that family friendly premises will thrive, the risk of harm to children remains a paramount consideration when determining applications.
- 6.2 The general relaxation in the Licensing Act giving accompanied children greater access to licensed premises is a positive step, aimed at bringing about a social change in family friendly leisure. Clearly this relaxation places additional responsibilities upon licence holders. However, it is also recognised that parents and others accompanying children also have responsibilities.
- 6.3 The protection of children from harm includes the protection of children from moral, psychological and physical harm and in relation to the exhibition of films, or transmission of programmes or videos, this includes the protection of children from exposure to strong language and sexual expletives. In certain circumstances children are more vulnerable and their needs will require special consideration. Examples would include topless bar staff, striptease, lap, table or pole dancing, performances involving feigned violence or horrific incidents, feigned or actual sexual acts or fetishism, or entertainment involving strong and offensive language. This vulnerability includes their susceptibility to suggestion, peer group influences, inappropriate example, the unpredictability of their age and the lack of understanding of danger.
- 6.4 The Licensing Authority considers that there should be no presumption of giving or preventing children's access to licensed premises. The Licensing Authority will rarely impose complete bans on access to children. In exceptional circumstances, conditions restricting access or excluding children completely may be considered necessary. Where no licensing restriction is necessary, admission of children will remain entirely a matter for the discretion of the individual licensee or club, or person who has given a temporary event notice.
- 6.5 Applicants will be expected to demonstrate in their operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to protect children from harm, relevant to the individual style and characteristics of their premises and events.**
- 6.6 Whilst children may be adequately protected from harm by the action taken to protect adults, they may also need special consideration and no policy can anticipate every situation. When addressing the issue of protecting children from harm, the applicant must demonstrate that those factors that impact on harm to children have been considered. Areas that will give particular concern in respect of children include:
- where entertainment or services of an adult or sexual nature are commonly provided

- where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking
- with a known association with drug taking or dealing
- where there is a strong element of gambling on the premises, and
- where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.

6.7 The following examples of control measures are given to assist applicants and are considered to be amongst the most essential that applicants should take account of in their operating schedule, having regard to their particular type of premises and/or activities. These examples can be adopted in any combination:

- Effective and responsible management of premises
- Provision of a sufficient number of people employed or engaged to secure the protection of children from harm
- Appropriate instruction, training and supervision of those employed or engaged to secure the protection of children from harm
- Adoption of best practice guidance (Public Places Charter, The Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks)
- Limitations on the hours when children may be present, in all or parts of the premises
- Limitations or exclusions by age when certain activities are taking place
- Imposition of requirements for children to be accompanied by an adult
- Acceptance of accredited 'proof of age' cards and/or 'new type' driving licences with photographs
- Measures to ensure children do not purchase, acquire or consume alcohol
- Measures to ensure children are not exposed to incidences of violence or disorder

6.8 **In the case of film exhibitions, the Licensing Authority will expect licence and certificate holders and those who have given notice of a temporary event within the terms of the 2003 Act to implement measures that restrict children from viewing age-restricted films classified according to the**

recommendations of the British Board of Film Classification or the Licensing Authority. In the case of a film exhibition that has not been classified, the Licensing Authority will expect the licensee not to permit children to view the film unless it has been approved by the Licensing Authority applying British Board of Film Classification standards.

- 6.9 The Licensing Authority may require that adult supervisors who regularly work with children having access to licensed premises who are not accompanied by an adult be checked with the Criminal Records Bureau for suitability to work with children.

APPENDIX (Outline of the District)

Uttlesford is a rural area in north west Essex and is geographically the second largest district in the County. It has a population of approx 69000. 38700 of these live in one of the four main centres of population, Great Dunmow, Saffron Walden, Stansted and Thaxted. The remainder live in the numerous villages and hamlets which make up the District. In the south of the District is Britain's fourth largest airport, Stansted. A survey carried out for the Sunday Times in 2002 stated that Uttlesford offered the best quality of life in England and Wales. Its pleasant rural setting attracts many visitors from day trippers to those staying for longer periods many of whom will make use of licensed facilities within the district.

Currently there are 300 premises within the District licensed to sell alcohol for consumption on and/or off the premises. Of these 188 are public houses or registered clubs, 57 are off licences, 42 restaurant licences and 13 are residential. In addition there are some bars airside at the airport which are not subject to the Licensing Acts by virtue of government designation.

Committee **Council**

Date **14 December 2004**

Agenda Item No: **15**

Title: **Financial Strategy and Service Planning Process**

Author: **Philip O'Dell (01799) 510670**

Summary

- 1 This report proposes an approach to finalising the Council's 2005/06 General Fund budget. It contains details of the recently announced local government finance settlement, proposed savings or additional income targets for services based on the principles of the Council's prioritisation approach, and spending pressures which the Executive Management Team support as necessary to develop services and respond to external and internal pressures. This report has been brought direct to the full Council due to the timing difficulties arising from the delay in the local government finance settlement and the different approach to preparing the Council's budget this year, using a prioritisation process which has taken time to develop. It is considered important that savings targets, in particular, are endorsed by the Council, so as to give policy committees clear guidance and to ensure that the process is open and transparent.

Background

- 2 At its meeting on 18 November 2004, the Resources Committee approved the prioritisation process outcomes that had been proposed by the Prioritisation Working Group and subsequently considered by policy committees.
- 3 The decision to support the prioritisation outcomes proposed means that budgets for individual services can now be finalised.
- 4 The starting point for finalising service budgets is the updating and agreement of the overall financial position on the General Fund, and the key element of this is the external support that the Council will receive from the government.

Local Government Finance Settlement

- 5 On 2 December 2004, the Office of the Deputy Prime Minister announced the Local Government Finance Settlement. For this Council the figures are as follows:

	2004/05	2005/06
Revenue Support Grant	£1,611,481	£1,586,582
National Non-Domestic Rates	<u>£1,886,447</u>	<u>£2,022,873</u>
Total External Support	£3,497,928	£3,609,455

- 6 These figures represent, at 'headline' level, a £111,527 or 3.18% increase in external funding compared to the current year. However, £38,000 of specific

grant protection has already been lost as a follow up to last year's government decision to move Rent Rebates from the Housing Revenue Account to the General Fund. This makes the true increase £73,527 or 2.1%. There are one or two other technical adjustments to the benefits grants system which may cause a further loss of funding. Work continues regarding the analysis of the figures.

- 7 The funding settlement includes the government's view that, with the additional resources they have given councils, average council tax increases should not exceed 5%. There is no further indication on the government's possible approach to limiting or 'capping' council tax increases.

Spending Pressures update

- 8 At its meeting on 18 November 2004 the Resources Committee considered spending pressures from policy committees totalling £740,000 of ongoing costs and £756,000 of one-off costs.
- 9 The Executive Management Team have examined this list of spending pressures and propose deleting £337,000 of the ongoing pressures. A list of the spending pressures proposed for deletion is contained in Appendix 1, with the remaining pressures listed in Appendix 2. Policy committees will be asked to examine the proposals from the Executive Management Team regarding spending pressures, on the proviso that any increase in the net cost of their spending pressures is met from further savings or income. One –off spending pressures will also be re-examined during the next committee cycle.
- 10 In deciding which spending pressures should be proposed for deletion, the Executive Management Team took account of the prioritisation process, the need to increase corporate capacity, and the fact that any increased spending will put further pressure on existing services and budgets.

Strategic Update

- 11 At its meeting on 24 June 2004, the Resources Committee targeted a council tax increase of between 3-5% for 2005/06. Exemplifications since then have continued to look within that range.
- 12 Final decisions on the council tax level do not need to be made until the end of the next committee cycle, when the implications of any savings or additional income targets are known, and public consultation feedback on the budget and other issues is received. However, based on the government's indication of expected average council tax increases, preliminary work done by Executive Managers on the realism of savings targets being achieved, and consultation with Chairmen of Committees, the latest projection of a sustainable council tax increase is 4.5%.
- 13 On this basis, the latest overall position on the budget is as follows:

£

Savings required to limit council tax increase to 3%, per report to Resources Committee on 18 th November	1,005,000
Plus: New spending pressure re Members Allowances	<u>9,500</u>
	1,014,500
Less:	
-Additional yield from a further 1.50% council tax rise, making 4.5% total increase	54,000
- External Funding above assumed level	111,000
-Spending Pressures deleted or reduced	337,000
-Deletion of Airport Campaign budget now that District Character Reserve is operational (see para 15 below)	50,000
-Proposed savings via Gershon Report/Procurement efficiencies above already assumed (see para 16 below)	30,000
-Targeted savings via joint working with other councils (see para 16 below)	<u>25,000</u>
Saving/additional income required from services	407,500

- 14 A General Fund Summary position based on this approach is attached as Appendix 3. Numerous other options for council tax increases exist. For ease of calculation, Members are reminded that every 1% increase in the council tax level yields an additional £36,000 of spending power.
- 15 It is the view of officers that the District Character Reserve, with a current balance of approximately £300,000 is the appropriate mechanism for funding issues to do with the airport. A plan for the overall use of the Reserve over the long term is being developed as part of the work of the Strategic Development Advisory Group.
- 16 The Council needs to develop a strategic approach to the Gershon Report, procurement and partnership working. Some of this is already progressing, based on the Council's membership of the Essex Marketplace. There are many other issues and opportunities in the whole area of increased efficiency and it is considered important to set budgetary targets which will give real impetus to the process.

Savings targets for Services

- 17 Paragraph 13 above indicates that savings/additional income targets totalling £407,500 are necessary to limit any council tax increase to 4.5%. This figure needs to be split across services according to the agreed prioritisation outcomes as previously reported.
- 18 The Prioritisation Working Group has considered the overall savings target required and agreed the following principles to enable the calculation of targets:
- No service to save more than 10% of direct budget
 - High priority/low cost services to save 0%

- Other high priority services to save 1 or 2%, depending on current cost performance
 - Medium priority services to save 3, 4 or 5% depending on current cost performance
 - Low priority services to save 8,9 or 10% depending on current cost performance
 - Savings/additional income to be based on direct costs or income as appropriate and rounded to the nearest £500
 - Corporate Management, Financial Services, Personnel Services and Legal Services to be considered as those where corporate capacity needs to be maintained. Therefore savings target set at 2% irrespective of prioritisation
 - Uncontrollable/contractual budgets, such as community wardens and leisure centre PFI schemes to be excluded from the savings exercise
- 19 This approach to savings/additional income results in the targets for services contained in Appendix 4. The overall savings target contained in Appendix 3, the Budget Summary, is £105,000 higher than the total in Appendix 4 due to the proposed savings on the airport budget, the Gershon Report/procurement, and joint working with other councils, all of which have been added to the overall target for the Resources Committee at this stage.
- 20 It could well be that individual services may find savings or additional income beyond the targets given, with no effect on services. If this is the case, Resources Committee will need to review the overall position.

RECOMMENDED that the Council

- Approves the savings/additional income targets contained in Appendix 4 and instructs officers to make proposals to policy committees to achieve these in the forthcoming committee cycle
- Requests the preparation of revised service plans which reflect the savings/additional income being proposed
- Approves the proposed deletion of the spending pressures as outlined in Appendix 1, subject to the views of policy committees on alternative budget neutral ways to support these spending pressures
- Approves the spending pressures outlined in Appendix 2, subject to policy committees re-appraising those spending pressures as part of their need to achieve savings/additional income targets
- Subject to the results of public consultation, further news on potential council tax capping, and the effect of the savings/additional income targets on services, approve a revised targeted council tax increase of 4.5% for 2005/06

Background papers: Budget working papers, service plans, and Local Government Finance Settlement

APPENDIX 1

Spending Pressures proposed for reduction, deletion or deferral to later years

Spending Pressure	Proposal	Saving £
Employee Reward Scheme	Reduced from £40,000 to £20,000	20,000
Education Fund	Reduced from £12,000 to £10, 000	2,000
Customer Care Training	Moved to Access to Services budget	5,000
Personnel consultancy/EMT development/employee assistance	Deleted	8,000
Licensing Enforcement Post	To be self-funding via fees	31,000
CCTV upgrade	Deleted in favour of capital improvements	43,000
Economic Development Post	Deferred pending further consideration	40,000
Planning applications consultancy	Deleted as current budget adequate	40,000
Access to Services Review	Initial provision reduced	100,000
Upgrade of recycling bring sites	Deferred	3,000
Food safety/Health&Safety courses	Deferred	3,000
Environmental Health Out of Hours Service	Deferred	16,000
New Environmental Health Post - re airport	Deferred	<u>26,000</u>
TOTAL REDUCTION		337,000

Appendix 2

Remaining Spending Pressures

SPENDING PRESSURE	£
Staff Leadership/Middle Manager Programme	7,000
Employee Reward Scheme	20,000
Additional Steward	10,000
Education Fund	10,000
Flexi-time swipe card system running costs	2,000
New accountant post	33,000
Emergency Radio replacement –increase in running costs	2,000
Rent Deposit Scheme	25,000
Document Imaging post in Development Control	20,000
Strategic Development Advisory Group posts	37,000
Biodiversity Funding	5,000
Credit Union Scheme	3,000
Health Promotion Officer post	28,000
Airport noise monitoring and air quality equipment	3,000
Health Initiatives Partnership work	3,000
Cultural Services development/festival budget	5,000
Increase in Community and Leisure Grants	4,000
Revenue contribution to cinema project	5,000
Administrative support in Environment and Culture	25,000
Clerical support for Environmental Health officers	19,000
Increased sampling of imported food	2,000
Additional support for Leader and Chief Executive	50,000
Programme Office Budgets	85,000
Increase in Member Allowances	<u>9,500</u>
TOTAL SPENDING PRESSURES	412,500

(Attached spreadsheet)

TOTAL SAVINGS REQUIRED FROM SERVICES			£ 407,500
High Priority	%	£	
Grants	0	0	
Public Relations	0	0	
Community Information Centres	1	500	
Planning Policy	1	2,000	
Tourism	1	1,500	
DC and Enforcement	2	5,000	
Homelessness	2	<u>1,000</u>	
Total from High Priority Services			10,000
Medium Priority	%	£	
Assisted Travel	3	3,000	
Bridge End Gardens	3	3,000	
Day Centres	3	1,000	
Licensing	3	2,000	
Local Amenities	3	1,500	
Street Cleansing	3	8,500	
Youth and Arts	3	1,000	
Building Control	4	4,000	
Car Parks	4	27,000	
Public Conveniences	4	4,500	
Public Health	4	17,000	
Sports Development	4	2,000	
Community Safety	5	3,000	
Museum	5	11,000	
Refuse Collection and Recycling	5	<u>41,000</u>	
Total from Medium Priority Services			129,500
Low Priority	%	£	
Cemetery	8	500	
Committee Administration	8	10,000	
Corporate Management (corporate capacity)	2	11,000	
Elections	8	6,500	
Emergency Planning	8	3,000	
Financial Services (corporate capacity)	2	8,500	
Information Technology	8	40,000	
Land Charges	8	13,000	
Land Drainage	8	4,000	
Legal Services (corporate capacity)	2	4,500	
Office Services	8	4,500	
Personnel Services (corporate capacity)	2	4,500	
Planning Grants	8	500	
Septic Tanks	8	500	
Animal Warden	9	2,000	
Central Services	9	37,500	
Democratic Representation	9	30,500	
Revenues Administration (includes Anti-Fraud)	9	84,000	
Pest Control	10	<u>3,000</u>	
Total from Low Priority Services			268,000
TOTAL FROM ALL SERVICES			407,500