



**Rochford District  
Council**

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**January - December**

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Sunday Trading

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Y.T.S.

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12



**Rochford District  
Council**

# **ROCHFORD DISTRICT COUNCIL MINUTES**

**1990**

**December (Part 1)**

ROCHFORD DISTRICT COUNCIL

Minutes of the Policy and Resources Committee

At a Meeting held on 4th December 1990 Present: Councillors R.H. Boyd (Chairman), C.K. Bellman, C I Black, B A Crick, D.F. Flack, Mrs H L A Glynn, M.J. Handford, N Harris, Mrs. E.M. Hart, A.J. Harvey, D R Helson, Mrs. S J. Lemon, Miss B.G J Lovett, C.R. Morgan, R E Vingoe, Mrs L Walker, P F A. Webster, D A. Weir and D C Wood.

Apologies. Councillors T Fawell, J.A. Gibson, R A Pearson and S A Skinner

Visiting. Councillors Mrs J. Helson, Mrs. A R Hutchings, S.N. Jarvis Mrs E Marlow and Mrs M W. Stevenson.

672. MINUTES

Resolved that the Minutes of the Meeting of 23rd October 1990 be approved as a correct record and signed by the Chairman.

673 MONITORING OF PERFORMANCE

(a) Policy and Resources Committee - Special Meetings of 30th May and 18th September 1990 and Meetings of 12th June and 25th September 1990.

(b) Council Meetings of 19th June and 2nd October 1990

The Committee were satisfied that all necessary action had been taken Minutes 103/87(SEC), 659/89(SEC), 116/90(CE) and 489(A)/90(ACE) were carried forward.

On Minute 116/90 - Members' Allowances, the Committee noted advice from the Chairman that the new scheme was unlikely to be introduced before the end of the municipal year

674 MINUTES OF COMMITTEES

The Committee received the following Minutes:-

<u>Committee</u>	<u>Date</u>	<u>Minute Nos</u>
Health & Housing Services	13th November 1990	613 - 638

Minute 616. Public Conveniences

In considering the compromise strategy for the future of the public convenience service that had been proposed by the Health & Housing Services Committee under their first recommendation, Members noted advice from the Head of Environmental Services that the 1991/92 budget for the existing frequency of cleaning was £23,500, that it would cost an extra £17,000 to treble the frequency at the Crown Hill and Old Ship Lane conveniences and that to lock and unlock all of the sites would cost an additional £9,000

A Member pointed out that the proposed increase in cleaning would result in the two public conveniences targetted being cleaned six times a day on Thursdays, Fridays and Saturdays which was regarded as excessive. It was accepted however that it would be cost-effective to secure the toilets at night when vandalism was more prevalent. It was suggested also that

001679

## Policy and Resources

there was potential to seek to involve Parish Councils in the locking and unlocking of local public conveniences and to publicise the availability of toilet facilities within municipal buildings such as the Civic Suite and Mill Hall although the latter concept could give rise to additional cleaning requirements.

Some Members considered that the matter should be decided forthwith in the light of the further information that had been provided. It was decided however that the matter should be referred back to the Health & Housing Services Committee to consider the various suggestions that had been raised and to determine whether the level of additional cleaning being sought could be met from within the existing budget.

RECOMMENDED That arrangements be made accordingly. (733) (HES, SEC)

<u>Committee</u>	<u>Date</u>	<u>Minute Nos</u>
Planning Services	15th November 1990	639 - 645
Leisure Services	20th November 1990	646 - 653

Minute 651. Open Space Development Programme - Spencers Nurseries, Hawkwell.

At the request of the Chairman and on the nomination of the Groups it was

RECOMMENDED That Councillors C I. Black, R H. Boyd, Mrs J Fawell, T. Fawell, D R. Helson, R E Vingoe, P F A. Webster and D A Weir be appointed as this Council's representatives on the Joint Panel of Members. (20785) (SEC)

<u>Committee</u>	<u>Date</u>	<u>Minute Nos.</u>
Development Services	22nd November 1990	654 - 671

Minute 668 - Highways Service Review

The Committee concurred with the suggestion of the Chairman that the Council's Member representative on the ADC Essex branch should attend the meeting on 10th December 1990.

RECOMMENDED That arrangements be made accordingly. (45) (SEC)

## 675 PANEL MINUTES

The Committee considered the appended Minutes containing the following recommendations -

<u>Panel</u>	<u>Date</u>
(A) Personnel Sub-Committee	1st, 5th, 19th & 21st November 1990
(B) Performance Review Panel	8th November 1990

RECOMMENDED (1) That the independent consultant's report on the facilities management contract with Perthcrest be made available at their next Meeting for the Panel's consideration (HCSA, SEC) (Minute 7 Contract Monitoring and Supervision).

## Policy and Resources

(2) That the arrangements for recording customer contact be noted.

(3) That no alteration be made to the Council's complaints procedure in this respect

(4) That arrangements be made as set out in the Minute to report to Members statistical data relating to both systems (SEC, HCSA) (Minute 8 Customer Contact)

(5) That the process of preparation of contract manuals commence with the leisure activity (ACE) (Minute 9: A Blueprint for Contract Monitoring).

(C) Emergency Panel 21st November 1990

The Chairman asked Members to note that Councillor C.K. Bellman should be shown as having been present at this Meeting

(D) Group Leaders Panel 26th November 1990

### 676 NOTICES OF MOTION RECEIVED PURSUANT TO STANDING ORDER 5 (Minute 6/12/90)

NOTE: Councillor Mrs M W Stevenson declared a pecuniary interest in this item by virtue of Presidency of the Rayleigh Chamber of Trade and Commerce and left the Meeting while the matter was discussed

Members had before them the appended report of the Treasurer on the implications of acceding to the following motions which had been referred to this Committee for consideration at the Council Meeting on 6th November 1990

#### (i) Parking outside Peak Hours

It was moved by Councillor P.F.A Webster and seconded by Councillor Miss B.G.J. Lovett.

"That the Policy & Resources Committee give consideration to a scheme designed specifically to favour shoppers' car parking outside the peak hours "

In support it was claimed that there were unused spaces in the car parks around mid-day on certain days as borne out by a recent survey which the Chairman asked should be copied to all Members. The Council could maximise use and stimulate trade by offering a discount to drivers to park during those slacker periods

Whilst favouring that concept in principle Members were mindful of advice from the Treasurer that since the short-stay designation had been introduced to encourage faster turnaround, care would need to be taken to ensure that a lower off-peak charge did not negate that effect to the detriment of local shopping, noting also that the existing charge was one of the lowest in the Essex area. They considered however that there was potential to pursue such a proposal in the light of an established pattern of usage. It was noted that the new charging structure had been in operation only since mid July 1990 and was to be the subject of a further report. With the concurrence of the mover and seconder of the motion it was

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## Policy and Resources

RECOMMENDED That a specific section on a discount scheme be incorporated therein (902) (T)

### (ii) Parking Amnesty at Christmas

It was moved by Councillor Miss B.G.J. Lovett and seconded by Councillor P F.A Webster.

"That, in order to encourage shoppers to patronise the tradespeople in our own District, this Council agree to waive car parking charges after 10.00 a m on one of the less busy days in the two weeks preceding Christmas. Proposed dates are -

for Rochford and Hockley - Thursday, 13th and 20th December  
for Rayleigh - Tuesday, 11th and 18th December"

In support it was argued that whereas takings normally increased at this time of year there appeared to be a downturn in local shopping. The need to raise revenue from car parking should be balanced by a recognition that the Council could stimulate trade by the introduction of a parking amnesty on certain specified days.

Members accepted the spirit in which the motion had been proposed but noted advice from the Treasurer that the introduction of a parking amnesty could be counter-productive by removing controls on the length of stay. Furthermore, the Solicitor advised that under the Road Traffic Regulations Act 1984 the Council would be acting ultra vires unless it were to make a Variation Order subject to public consultation. In the light of that advice it was apparent that there was inadequate opportunity to pursue the matter this year and it was therefore

RECOMMENDED That the Officers be asked to report further next year on how a parking amnesty at Christmas to stimulate local trade could be achieved. (902) (T)

### 677. CAR PARKING - MONITORING OF INCOME

The Committee noted the report of the Treasurer comparing income generated from pay and display car parks in the District since the change in the Order on 16th July 1990 with the amount generated over a similar period last year.

In considering those statistics some Members suggested that a second ticket machine was required for The Approach Car Park and that there should be some publicity to overcome the fact that many local commuters were unaware of its existence. In that connection it was pointed out that a Rayleigh resident could purchase a Season Ticket for The Approach Car Park at a considerable saving over the daily rate applicable in British Rail Car Parks where no Season Tickets were available. The Chairman asked that a further report be made on the outcome of the first six months under the new Order.

RECOMMENDED That arrangements be made accordingly. (902) (T)

## Policy and Resources

### 678 GENERAL RATE 1989/90 - IRRECOVERABLE ITEMS (Minute 454/89)

The Treasurer submitted the appended Schedule of Irrecoverable Items of General Rate for 1989/90.

The Committee noted that the gross arrears at 31st March 1990 represented 1.65% of the collectable debit, that there were no pre-payments because of the abolition of General Rating but that after deducting credits on accounts the net arrears were £357,692 45.

RECOMMENDED That the Schedule of Irrecoverable Items of the 1989/90 General Rate be confirmed and signed by the Chairman (22022) (T)

### 679 BUDGET STRATEGY 1991/92 (Minute 483/90)

By way of the appended report the Treasurer advised the Committee of the need to have regard to the Standard Spending Assessment for Rochford and the impact on the Community Charge in setting the level of the Budget for 1991/92. Members had before them also the appended report of the Chief Officers Group giving guidance about how they saw the priorities within the Budget. The Treasurer advised the Meeting that a further £95,000 in expenditure had been sought by spending Committees since the preparation of the report on the Draft Budget.

In considering those factors Members were mindful of the extent of the additional expenditure which would be committed if all of the new initiatives currently being sought were approved. Some Members considered that notwithstanding the low level of Rochford's Standard Spending Assessment the Council should be seeking to maintain and extend its services, but it was the view of the majority that endeavours should be made to contain expenditure so as to minimise the effect on the Community Charge.

Members accepted the suggestion of the Chairman that the service Committees should be asked to conduct the review of their draft budgets within a cash limit of the original estimated expenditure for 1990/91 plus 11% for inflation.

It was acknowledged that for some Committees with additional statutory duties to meet, this strategy could pose severe problems. Each Committee was therefore asked -

- (i) to define any new service expenditure obligations
- (ii) to identify any existing areas of service expenditure where compensating savings can be made
- (iii) to suggest any other areas of service expenditure where economies might be achieved which could be utilised by the Policy & Resources Committee when they determine the overall budget priorities

RECOMMENDED That the service Committees be advised accordingly (2159) (SEC)

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Policy and Resources

680 CONCESSIONARY FARES (Minute 434/90)

Note Councillor D C Wood declared a non-pecuniary interest by virtue of being of pensionable age but remained in the Meeting and participated in the discussion and voting thereon.

As requested by the Committee at their Meeting in July the Treasurer submitted the appended report regarding the potential for improvements to the Council's concessionary fares scheme.

Having considered the various factors involved it was

RECOMMENDED (1) That the sum of £96,600 be allocated in the 1991/92 Budget for this purpose

(2) That the cost of the concessionary bus pass for pensioners in receipt of Housing Benefit be reduced from £15.00 to £7.00

(3) That the possibility of introducing fare-free days be not pursued at this stage but be considered again next year together with alternative ideas such as post buses. (4486)(T)

681. HOUSING RENTS 1991/92 (Minute 14/90)

The Chief Housing Manager reported advice from the Department of the Environment that next year's subsidies would be announced in the last week of December 1990 thus enabling Council House rent levels for the year 1991/92 to be calculated by the Treasurer. Members were mindful that last year representatives of the Tenants' Associations were consulted on the then proposed rent levels and their comments taken into account in the decision making process. The Chief Housing Manager was asked to repeat that exercise again this year noting the deadline for determination of the matter.

RECOMMENDED (1) That the Officers be authorised to consult the Tenants' Association representatives on the proposed rent levels for 1991/92 as soon as those figures are available.

(2) That the Policy & Resources Committee to be held on 22nd January 1991 receives the formal report of the Treasurer on the rent setting for 1991/92 together with a verbal report from the Chief Housing Manager on the tenants' reaction to this proposal (225) (CHM,T)

682 AREA LIAISON/PARISH INTERFACE (Minute 495/90)

Arising out of the earlier decision of the Committee that twice-yearly informal liaison meetings should be held with all elected representatives within the District the Chairman clarified that no restriction should be placed on the number attending and suggested that the first meeting be held on a Wednesday at the end of January 1991 and it was

RECOMMENDED That arrangements be made accordingly (5733)(SEC)

Policy and Resources

683 RESOURCING THE CORPORATE PLAN (Minute 602/90)

The Management Team reported that many areas of the Corporate Plan priorities would have to be deferred because of lack of funding unless other means of delivery could be identified. The Committee noted that one such option related to the role of Parish Councils who shared many of the Council's powers e.g. public halls, open spaces, public conveniences etc., and considered that this approach could usefully form part of the dialogue with the Parishes

RECOMMENDED That Parish Councils be asked whether in principle they favour the concept of direct responsibility for the concurrent functions. (2159) (SEC)

684 GRANT AID TO PARISH COUNCILS - CONCURRENT FUNCTIONS

The Committee considered the report of the Treasurer on an application from Rochford Hundred Association of Parish Councils for grant aid for concurrent functions

RECOMMENDED That the matter be discussed at the forthcoming meeting with the Parish Councils. (5733) (T)

685 PARISH BOUNDARY REVIEW (Minute 463/89)

Following receipt of a response from the Boundary Commission, copies of which had been circulated to all Members, the Committee had before them the appended report of the Assistant Chief Executive.

Some Members expressed regret that the Commission had not supported the creation of Parishes for Rayleigh, but it was noted that their view could not be affected by any further response from this Council but only by clear local evidence from the communities involved.

RECOMMENDED (1) That the Council supports the Boundary Commission's proposals in respect of -

- (a) the re-alignment of the boundary between the Parishes of Sutton and Rochford (Eastwood);
- (b) the re-alignment of the boundary between the Hockley (West) Parish and the District Ward of Trinity,
- (c) the creation of a new Parish for Rawreth

(2) That the Council note the Boundary Commission's modifications in respect of -

- (a) the re-alignment of the Parish boundaries between Ashingdon, Hawkwell and Hockley,
- (b) the re-alignment of the boundary between the Roche and St. Andrews (Central) Wards of the Rochford District
- (c) the creation of Parishes for Rayleigh. (2320) (ACE)

001685

Policy and Resources

686 AREA SERVICE POINTS (Minute 436/90)

The Committee received the appended report of the Chief Housing Manager setting out the detailed consideration that had been given by the working party of Members and Officers to the proposal for Area Service Points in villages within the District.

Some Members suggested that because of the financial constraints on the Budget this initiative should not be pursued for the time being but other Members saw this as an opportunity to improve the quality of service for residents in the outlying areas. On the suggestion of the Chairman it was

*Amended by Council 11/12/95 Minute 706*  
RECOMMENDED (1) That provision be made within the draft Estimates for the introduction of Area Service Points to be phased over a period of ~~three~~ *four* years as follows -

Great Wakering 1991/92

Hullbridge 1992/93

*Canewdon* Hawkwell/Hockley 1993/94

*Hawkwell/Hockley 1994/95*

(2) That the provision of signposting be undertaken within that period subject to the availability of finance (757)(MT)

687 ROCHFORD NEWS - ALTERNATIVE MEANS OF COMMUNICATION (Minute 602/90)

The Committee had before them the appended report of the Assistant Chief Executive outlining a number of alternative means by which the Council could communicate with the public following the decision to discontinue publication of the Rochford News. The Chairman suggested that certain of those options should be pursued and that as an alternative to the proposal for regular meetings with representatives of the local media a room be made available at the Civic Suite where press interviews might be conducted on evenings when Meetings were taking place. The Chairman also asked whether additional copies of the Rochford District Official Guide could be made available on a sponsored basis

RECOMMENDED (1) That the Officers prepare a draft format annual publication, together with details of costs

(2) That a revised press release system be introduced incorporating a "Members' Briefing Notes" arrangement on the lines indicated in the report

(3) That a room be made available within the Civic Suite for interviews with representatives of the local media on evenings when Meetings were taking place

(4) That consultation be undertaken with representatives of the Parish Councils and local representative organisations on the formation of distribution arrangements for District Council information.

(5) That consideration be given to utilising Area Service Points for the distribution of information and publicity (22219)(ACE)

NOTE During discussion of the foregoing item it was

Resolved that Standing Order 18 be suspended to enable transaction of the remaining business

Policy and Resources

688 AUTHORISATION OF PROSECUTING OFFICERS (Minute 645/89)

The Treasurer reported on the need to revise the list of Officers authorised to institute or defend proceedings on behalf of the Council in accordance with Section 223, Local Government Act 1972, which allowed nominated Officers to appear before any Court of summary jurisdiction to represent the Council where action was being taken to recover outstanding Non-Domestic Rate, Community Charge, Community Charge Fines and Parking Fines and to institute or defend appeals against Community Charge Registration. Having noted two amendments from the Chairman to the list of nominated Officers it was

RECOMMENDED That the following Officers be authorised in accordance with the provisions of Section 223 Local Government Act 1972, to conduct proceedings on behalf of the Council.-

Arthur G. Cooke	- Chief Executive & Director of Finance
Roger Crofts	- Treasurer
Stephen Clarkson	- Revenues Manager
Martin Duckworth	- Community Charge Manager
Francis G. Spence	- Chief Recovery Officer
Paul Skelton	- Chief Technical Officer
Pamela S. Shepherd	- Court Taking Officer
Michael D. Worship	- Chief Collection Officer
Jonathan Desmond	- Car Park Supervisor
Carol Brook	- Registration Assistant (757) (T)

689 APPOINTMENT OF CONSULTANTS - SOUTHEND HEALTH AUTHORITY

The Head of Environmental Services reported that in conjunction with Basildon and Thurrock Health Authority, Southend Health Authority were seeking to appoint joint Consultants in Communicable Disease Control and Public Health Medicine, and had invited this Council to appoint one Member to the interviewing panel.

RECOMMENDED That Councillor Mrs S.J. Lemon be appointed to the interviewing panel for the appointment of Consultants in Communicable Disease Control and Public Health Medicine. (26609) (HES)

690 CONSERVATION AREA ADVISORY COMMITTEE (Minute 212(C)/90)

The Director of Development reported on the need to consider the suggestion contained in the Value For Money report on the planning function that the Council should enable public participation in the planning process in respect of Conservation Areas by providing a Conservation Area Advisory Committee. In considering that suggestion the Committee were mindful that this was not a statutory requirement and having noted the existing arrangements for formulating policy in respect of Conservation Areas and Listed Buildings, and consulting on applications and the practice of other Essex Planning Authorities it was

RECOMMENDED That the suggestion that the Council set up a Conservation Area Advisory Committee be not pursued (158)(DD)

Policy and Resources

- 691 TOWN & COUNTRY PLANNING ACT 1990 - SECTION 257  
PROPOSED EXTINGUISHMENT OF HIGHWAY RIGHTS AT BLACKMORE WALK, RAYLEIGH  
(Minute 501/90)

The Secretary to the Council reminded Members of the purpose of this proposal and reported that the informal consultations had been completed and that no objections had been raised

RECOMMENDED That the Secretary to the Council be authorised to make the necessary Public Path Extinguishment Order (8346)(SEC)

- 692 CONTRACT NO. 1548 - UPGRADING OF FIRE ALARM SYSTEMS IN A P. SHELTERED  
SCHEMES

The Secretary to the Council reported that tenders for the above contract had been opened that day and so as to enable the contract to be let before the onset of the Christmas period it was

RECOMMENDED That following their evaluation a report be made to Council on 11th December 1990 (SEC,HES)

- 693 APPEALS AGAINST DETERMINATION OF BENEFIT

The Secretary to the Council reminded Members that in accordance with the Housing Benefit Regulations the Committee structure provided for a Housing Benefit Appeals Panel with delegated authority from this Committee to hear and determine such appeals

Similar provisions were contained within the Community Charge Benefit Regulations which permitted a Housing Benefit Review Board to be appointed to conduct reviews of such determinations. Certain appeals against this authority's determination of Community Charge Benefit were currently being lodged and it was accordingly

RECOMMENDED That Council be asked to delegate authority to this Committee to determine Community Charge Benefit Appeals, such authority to be exercised by the existing Housing Benefit Appeals Panel (4500)(SEC)

- 694 CONTRACT NO.1547 - EXTENSION TO PUBLIC CAR PARK, BACK LANE, ROCHFORD  
(Minute 611/90)

The Secretary to the Council reported in confidence that five tenders had been received for the above contract, all of which included a contingency sum of £1,000.

RECOMMENDED That the lowest tender submitted by the Doherty Group in the sum of £14,725 be accepted subject to contract. (CON 1547)(SEC)

NOTE. The Chief Executive & Director of Finance exercised his authority under Standing Order 18 to give immediate effect to the foregoing recommendation

695. DISPOSAL OF SURPLUS EQUIPMENT

Pursuant to Financial Standing Order 4 5(1)(e) the Assistant Chief Executive reported in confidence on the disposal by tender of an item of surplus equipment to a member of staff

Policy and Resources

696 FOOD HYGIENE (GENERAL) REGULATIONS 1970

The Head of Environmental Services reported in confidence that recent inspection of a food business in the District had revealed a number of contraventions of the above regulations and having noted the details it was

Resolved that the Secretary to the Council be authorised to institute legal proceedings against the operator of the food business involved under the provisions of the Food Hygiene (General) Regulations 1970.  
(7502)(SEC)

697 254-284 WAKERING ROAD, SHOE BURYNESS

The Chief Housing Manager reported in confidence on an initiative by the Estuary Housing Association to bid for the above properties and in the event of being successful to make them available to this Council for the provision of accommodation for homeless families and having considered the terms proposed it was

RECOMMENDED That in the event the Council enter into a three year agreement with Estuary Housing Association accordingly (2122)(SEC, CHM)

698 EXCLUSION OF THE PUBLIC

Resolved that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the following items of business on the grounds that they involve the likely disclosure of Exempt Information as defined in paragraph 9, 1, 14, 7 and 11 respectively of Part I of Schedule 12A of the Act

699. CONTRACT NO 1542 - REPLACEMENT FENCING, KING GEORGE'S PLAYING FIELD

The Secretary to the Council reported in confidence that four tenders had been received for the above contract all of which included a contingency sum of £700 and having noted the nature and purpose of the work required which also included Fairview Playing Field it was

RECOMMENDED That the lowest tender submitted by Davbarry Contractors (Basildon) Ltd in the sum of £24,124 53 be accepted subject to contract (CON 1542)(SEC)

700. REVENUES DIVISION - PERFORMANCE MEASURES AND MONITORING

The Treasurer reported in confidence on the current performance statistics for the Revenues Division, which covered car parking administration, cashiers, Community Charge and National Non-Domestic Rating and Housing Benefit and which would in future be subject to periodic report to Committee

Arising therefrom Members noted advice from the Chief Executive & Director of Finance on the use of Certificated Bailiffs in recovery action and on the safeguards which existed by way of the complaints procedure to ensure that problems with any contractors acting on behalf of the Council were investigated and resolved. The Chairman suggested that the Performance Review Panel could include this subject at a future Meeting. (T)

Policy and Resources

701 DIRECTORATE OF DEVELOPMENT - REVIEW OF WOODLANDS AND AMENITIES UNIT

The Management Team reported in confidence on the outcome of their review of the above unit and at the suggestion of the Chairman it was

RECOMMENDED That the matter be referred to the Leisure Services Committee for consideration. (29932)(SEC,DD)

Note. At the conclusion of the Meeting an exempt report on Capital Investment at Clements Hall Leisure Centre remained outstanding and at the request of the Chairman has been referred to Council for consideration.

001690

ROCHFORD DISTRICT COUNCIL

POLICY AND RESOURCES COMMITTEE - 4TH DECEMBER, 1990

MINUTES OF THE PERSONNEL SUB-COMMITTEE HELD ON 1ST, 5TH, 19TH & 21ST NOVEMBER, 1990.

Present on 1st November, 1990: Councillors N. Harris (Chairman), Mrs. H.L.A. Glynn, Mrs. E.M. Hart, Mrs. A.R. Hutchings, Mrs. S.J. Lemon, Miss. B.G.J. Lovett and C.R. Morgan.

Visiting: Councillor B.A. Crick.

Apologies: Councillors A.J. Harvey and Mrs. M.W. Stevenson.

Present on 5th November, 1990: Councillors N. Harris (Chairman), Mrs. H.L.A. Glynn, Mrs. E.M. Hart, Mrs. A.R. Hutchings, Mrs. S.J. Lemon, Miss. B.G.J. Lovett and C.R. Morgan.

Apologies: Councillors A.J. Harvey and Mrs. M.W. Stevenson.

Present on 19th November, 1990: Councillors N. Harris (Chairman), Mrs. H.L.A. Glynn, Mrs. E.M. Hart, A.J. Harvey, Mrs. A.R. Hutchings, Miss. B.G.J. Lovett, C.R. Morgan and Mrs. M.W. Stevenson.

Visiting: Councillor B.A. Crick.

Apologies: Councillor Mrs. S.J. Lemon.

Present on 21st November, 1990: Councillors N. Harris (Chairman), Mrs. H.L.A. Glynn, Mrs. E.M. Hart, A.J. Harvey, Mrs. A.R. Hutchings, Mrs. S.J. Lemon, Miss. B.G.J. Lovett, C.R. Morgan and Mrs. M.W. Stevenson.

12. MINUTES

The Minutes of the Meeting held on 20th September, 1990 were approved as a correct record.

13. EXCLUSION OF THE PUBLIC

At the commencement of the proceedings on each evening it was Resolved that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the following items of business on the grounds that they involve the likely disclosure of Exempt Information as defined in paragraph 11 of Part I of Schedule 12A of the Act.



14. APPRAISAL INTERVIEWS AND TERM CONTRACT REVIEW

The Sub-Committee had delegated authority to appraise the performance of Chief Officers and to determine the terms and conditions for the review of the term contracts for senior management.

At their meetings on 1st and 5th November, the Sub-Committee completed the appraisal of non-Management Team Chief Officers and expressed satisfaction with their performance. At the same meetings the Sub-Committee decided that all the non-Management Team Chief Officers and the second tier Managers of Service who had been interviewed for contract review should be retained and agreed the terms of the offers of contract to be made to them which would not involve any increase in the establishment budget. They were, however, mindful of the need to vary contract termination dates so as to protect the Council from the problems it would face if a number of senior staff were to leave the authority over a short period.

On 19th November, the Sub-Committee resumed their meeting to appraise the individual members of Management Team (the Chief Executive & Director of Finance, Director of Development and Secretary to the Council) and were pleased with their performance. In conducting their review of the term contracts which fell due for renewal in 1991, Members had consistently had regard to the fact that the Chief Executive & Director of Finance's contract was due to expire in March 1992 and agreed that this was a vital factor in considering the offers of new term contracts to other Chief Officers in order to secure an effective management structure in the short term.

Having interviewed the Chief Executive & Director of Finance the Sub-Committee decided not to offer to renew his term contract although recognising his long and distinguished local authority career and his outstanding achievements at Rochford. They agreed that in addition to the contract provisions for early retirement and redundancy, he should be given leave of absence with the full benefits of his service agreement from 1st June, 1991 so that he could pursue other interests and the development of a new career. The Sub-Committee also approved his involvement in the public and voluntary service sectors so long as these activities did not conflict with his responsibilities to the Council.

They authorised the Chief Executive & Director of Finance to issue a Press Release on the matter later in the week.

The Sub-Committee had earlier decided that it would offer new contracts to the Director of Development and Secretary to the Council but had deferred the terms of the offers to be made pending consideration of the Chief Executive & Director of Finance's position. In view of the lateness of the hour the meeting was adjourned to recommence at 7.30 p.m. on 21st November, 1990 to determine the terms of the offers to be made to the Director of Development and Secretary to the Council and to consider the other implications on the senior management structure of the Council of the Chief Executive & Director of Finance's departure.

001692

RESOLVED

1. That the term contract for the Chief Executive & Director of Finance be not renewed beyond its expiry date of 31st March, 1992.

2. That the position of Chief Executive & Director of Finance be declared redundant with effect from 31st March, 1992 and the Officer be offered premature retirement in accordance with the terms of his fixed term contract.

3. That the Chief Executive & Director of Finance be given leave of absence with the full benefits of the service agreement from 1st June, 1991 to pursue other interests and the development of a new career and that the Council approve his involvement in the public and voluntary service sectors provided that such activities did not conflict with his responsibilities to the Council.

4. That the Chief Executive & Director of Finance be authorised to issue a Press Release later in the week. (CE, SEC & T)

Note: During the discussion of the foregoing business Standing Order 1.8 was suspended.

In reconvening on 21st November, the Sub-Committee received from the Secretary to the Council a draft Minute of their earlier proceedings recording their executive decisions. The Sub-Committee unanimously adopted the Minute without amendment. They also agreed the terms of a press release about the Chief Executive & Director of Finance's retirement and asked that it be issued on 22nd November, 1990 with an advance copy being delivered to all Members of the Council on the afternoon of that day.

The Sub-Committee also agreed proposals from the Chief Executive & Director of Finance explaining the arrangements he would make to hand over his responsibilities leading up to his departure but were particularly concerned that he should be in attendance at the Policy and Resources Committee and Council meeting when the Sub-Committee's decision was being discussed. The Sub-Committee then agreed the terms of offers of renewal of contract for the Director of Development and Secretary to the Council. It would be expected that the Chief Executive & Director of Finance would report further so that they could consider the transitional management arrangements to be made on his departure and on the other implications on the management structure so that appropriate recommendations could be made to the Council. (CE)

ROCHFORD DISTRICT COUNCIL

POLICY & RESOURCES COMMITTEE - 4TH DECEMBER 1990

MINUTES OF THE PERFORMANCE REVIEW PANEL

At a Meeting held on 8th November 1990

Present: Councillors R.H. Boyd (Chairman), C.I. Black, D F Flack, J.A Gibson, D R Helson, C.R. Morgan, S.A Skinner, R E Vingoe, P.F A Webster and D.C. Wood.

Visiting Councillor B.A. Crick.

6. MINUTES

Resolved that the Minutes of the Meeting held on 110th October 1990 be approved as a correct record

7 CONTRACT MONITORING AND SUPERVISION

Members had before them copies of the Service Level Agreement for the Head of Computer Services & Audit relating to the Computer Contract and that for the Assistant Chief Executive in respect of refuse collection and street cleansing, grounds maintenance, office cleaning and leisure and catering services

Computer Contract

The Head of Computer Services and Audit advised Members how each system was controlled by an individual Service Level Agreement between the Council and Perthcrest which specified the delivery requirements in detail and of the various arrangements which had been evolved following the introduction of the contract to ensure satisfactory performance. Between them the various monitoring arrangements provided a very reliable indicator of performance. They also enabled attention to be given to any problems as they arose although speed of response was influenced by the degree of priority of the system involved. The contract contained penalty clauses which he detailed together with information relating to their application. The Panel noted that Perthcrest were in consequence installing certain back-up power supply systems to reduce the risk of those clauses being invoked.

The Head of Computer Services and Audit then answered questions from Members regarding -

- The amount of senior management time involved in liaison with Perthcrest.
- The means by which an independent evaluation of that Company and a technical audit of the systems was provided.
- The use of performance statistics as an aid to monitoring.
- The basis on which Perthcrest were costed for their help-desk

- The arrangements for securing systems development and ensuring that targets were met within the time allocated.

- The security of the systems.

- The need to correlate the different performance measurements so as to confirm their objectivity.

- The means by which an annual report and an independent annual review were produced.

- The fact that there were no superfluous systems.

Members appreciated that there was a distinction between the method used to deliver the service which was Perthcrest's responsibility and ensuring that the level of service delivered was satisfactory which was the function of contract monitoring. Some Members expressed concern that the Council should have a back-up supply system to guard against power failure but the Panel accepted advice from the Chief Executive & Director of Finance that the cost involved could not be justified against the low level of risk noting that Perthcrest could if necessary process and deliver data from off-site. A Member suggested however that it would be worth investigating whether the Electricity Board could provide an alternative power supply from a separate phase and the Chairman asked that this aspect be pursued.

The Chief Executive & Director of Finance reminded the Panel that although it had been agreed to delegate authority to Management Team in respect of a number of the responsibilities previously discharged by the Audit Panel it had been decided that the Performance Review Panel should have the freedom to consider any aspect of the Council's service. Members accordingly concurred with his suggestion that the independent consultant's report on the facilities management contract with Perthcrest should be made available for their consideration at the next Meeting of the Panel.

RECOMMENDED That arrangements be made accordingly. (HCSA, SEC)

#### Other Contracts

The Assistant Chief Executive reported that the function of monitoring and supervision for which he was responsible had a wide remit which covered a number of contracts and that there were three aspects involved. The first was to monitor the performance of the contract, the second to supervise the work in progress and the third to keep the specification under constant review so as to ensure that the contract continued to meet changing service requirements. To that end weekly schedules were agreed in advance with the contractor and inspections were carried out to ensure that the required standards were being achieved. The Assistant Chief Executive visited target areas on a fortnightly basis and held monthly meetings with the contract monitoring staff to review progress and identify and resolve problems. He also held six-monthly liaison meetings with the contractors and made periodic reports to the appropriate Committees.

The Assistant Chief Executive then answered Members' questions regarding -

- The new office cleaning contract

- The translation of inspections into statistics for monitoring trends

- the desirability of encouraging additional feedback from contractors' staff
- the problems of vandalism and dry weather as regards grounds maintenance
- the benefits of effective supervision
- the way in which complaints were acted upon
- the exercise of penalty clauses within the contracts
- the means by which the specification was kept under review bearing in mind the need to anticipate the contract renewal process

In response to a question from the Chairman regarding the possibility of obtaining an independent assessment of the contract performance, the Chief Executive & Director of Finance recalled that all of the specifications had been subject to consideration by a Panel of Members. More recently Council had agreed to engage outside consultants to look at supervision and value for money. The Panel accepted that this would meet the requirements.

#### 8. CUSTOMER CONTACT

Members had before them the joint report of the Chief Executive & Director of Finance, Secretary to the Council and Head of Computer Services & Audit regarding the new Customer Contact Log which had been introduced on 30th April 1990 in consequence of a review of the Council's complaints procedure and which provided for every member of staff to record by category all contacts with the public and whether or not the latter were satisfied with the response. They noted the basis on which the system operated and the reporting arrangements including a copy of the Staff Bulletin which had been issued with an overall analysis to show the percentage of satisfied customers to departments.

The Panel accepted that the main benefit of the new system was to remind all members of staff of the need to respond to the public as the Council's customers and were pleased to note that every member of staff had attended an in-house seminar on customer care. Some Members expressed concern that to compare statistics on the number of complaints received with overall customer contacts could produce a false picture of the level of customer satisfaction but they were reminded that separate statistics were issued to them periodically on the Complaints Register and that there were separate procedures for ensuring that remedial action was taken. The Secretary to the Council said that copies of the complaints procedure had been issued to all households in the District and any dissatisfied complainants had the right to appeal to the Chief Executive & Director of Finance and ultimately to the Appeals Panel. Furthermore consideration had been given to further developing the customer contact system by identifying suitable means for using the information so as to improve service to the public. To that end pilot projects would be introduced within the Finance and Environmental Services functions.

A Member suggested that since all the Head of Computer Service & Audit's 'customers' were internal the figures should reflect such contacts also but the Chairman said that the Complaints Register and the Customer Contact Log were clearly two separate processes which could be useful to management in identifying abnormal trends over a period of time, the controversy over Spencers Nurseries being a case in point. It would therefore be self-defeating to alter the basis on which the figures were prepared because that invalidated comparisons.

The Chief Executive & Director of Finance said that a great deal of effort went into satisfying Members' requirements for information and the Officers were open to advice as to how the present system could be improved. The Panel accepted the suggestion of a Member that it would be helpful if a more visually attractive method of presentation could be employed, possibly by means of bar or pie charts. It was agreed that statistical data relating to both customer contact and the complaints log would be presented quarterly to the Panel for a trial period and that the information would be appended to the Minutes to enable its circulation to all Members.

RECOMMENDED (1) That the arrangements for recording customer contact be noted.

(2) That no alteration be made to the Council's complaints procedure in this respect

(3) That arrangements be made as set out above to report to Members statistical data relating to both systems. (SEC, HCSEA)

#### 9 A BLUEPRINT FOR CONTRACT MONITORING

The Assistant Chief Executive reported in confidence on a review of the contract monitoring arrangements which had indicated the need to prepare a contract manual for each area of service having regard to the British Standards Institute work on quality assurance and the advice on contracting out by the Public Administration Research Centre. Members saw the purpose of a contract manual as being a partnership document between the Council and the contractor to ensure that both parties were in agreement from the outset on the standards required. The Panel therefore welcomed such a proposal as a means of ensuring that only competent contractors were employed but saw a need to avoid being over-prescriptive in the specification details. As regards the process of preparation the leisure activity was seen as the best area in which to commence and it was

RECOMMENDED That arrangements be made accordingly. (131) (ACE)

ROCHFORD DISTRICT COUNCIL

POLICY AND RESOURCES COMMITTEE - 4TH DECEMBER 1990

MINUTES OF THE EMERGENCY PANEL

At a Meeting held on 21st November 1990

Present. Councillors B A Crick (Chairman), *CK Bellman* R.A Pearson and Mrs L. Walker.

*Minute 675(c)  
refers.*

Apologies for Absence: Councillors J A. Gibson, Mrs H L.A Glynn and Mrs S J. Lemon

1 MINUTES

Resolved That the Minutes of the Meeting held on 5th September 1990, be approved as a correct record.

2. RIVER WATCH SCHEME

The Panel were advised that the River Watch Scheme was well established and Members were given the opportunity to look at a display of photographs and maps highlighting the River Watch points within the District. The Emergency Planning Officer explained that the Hullbridge readings went to Chelmsford Borough Council purely for historical reasons, they had established a scheme well before Rochford and asked the Parish Council to liaise with them. Concern was expressed about the reported seepage of the sea wall between Hullbridge Dome Caravan Park and South Fambridge on the day of the River Watch Exercise, as that area formed part of the designated Site of Special Scientific Interest (SSSI) and it was agreed that NRA should be made aware of the Panel's concern. It was noted in the report that under the heading of River Watches, the report should be amended to read Cllr Miss Bryne-Lagrué.

3. RIVER WATCH EXERCISE - 7TH OCTOBER 1990

The Emergency Planning Officer reported that an exercise took place on Sunday 7th October 1990 for the River Watch Volunteers. She reported that a letter of thanks has been sent to the Volunteers and that a follow-up meeting would take place in the near future to discuss the exercise in greater detail. Members also added their thanks. It was noted that at Sutton, the Police had issued a warning of possible flooding and the Parish had asked that their thanks be recorded at the Meeting for such a prompt response.

4. OIL POLLUTION - SPILLAGE IN RIVER THAMES

The Panel noted the report. It was agreed that at the next Meeting of the Oil Refineries Sub-Committee, Mr. Sibson the County Emergency Planning Officer should be thanked for passing on information about the spillage to the District Council.

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5. CIVIL PROTECTION

(i) Booklet

The Panel received a copy each of Civil Protection Booklet. The Emergency Planning Officer commented that if any new Members would like back issues, they should contact her at the Council Offices.

(ii) Local Liaison

The Emergency Planning Officer reported that all the Councils who had been invited to comment on the proposals to establish local liaison on Emergency Planning had responded favourably with the exception of Maldon District Council. Members expressed their disappointment as they had wanted closer links with Maldon particularly as the shared boundary was primarily the River Crouch.

The Civil Aid Representative distributed leaflets about their organisation to Members. The Chairman suggested that the leaflets could be placed in the Council's Reception areas at Rochford and Rayleigh.

6. Communications Seminar

The Chairman reported that he had attended a presentation at County Hall on the Flood Disaster at Towyn with Councillor Pearson and the Assistant Chief Executive. He commented that he had found the presentation by Don Stevens, the Communications Officer from Clwyd County Council, extremely interesting and said that there were a number of lessons that could be learnt from such an experience, particularly in communications, appeals for help, problems of pets and estimating the scale of the emergency. The Emergency Planning Officer commented that she was in discussion with the Group Social Services Office at Rayleigh and her colleagues at Southend and Castle Point to address a number of problems raised by the Chairman, including the use of schools and the cost implications, as a direct result of the Towyn Flood Disaster. Members requested a report on the progress of these meetings in due course.

7. ARRANGEMENTS FOR STAFF ATTENDANCE IN THE EVENT OF SEVERE WEATHER

The Emergency Planning Officer outlined the arrangements for staff to attend area offices in the event of severe weather and commented that staff would be issued with an information and instruction leaflet. Members considered whether enough publicity had been given to these offices, so that the community would be aware of their existence. The Emergency Planning Officer said that each office had a stationery box, containing a notice board that staff would put into place when the office was opened. She commented that it could create difficulties if the offices were publicised beforehand, as the local community might expect the offices to be open when there was not in fact a need. It was agreed that the local radio should be used to give information to the community and the frequencies should be widely publicised.



ROCHFORD DISTRICT COUNCIL

POLICY & RESOURCES COMMITTEE - 4TH DECEMBER 1990

MINUTES OF THE GROUP LEADERS PANEL

At a Meeting held on 26th November 1990. Present: Councillors  
S.A Skinner, (Chairman) D.F. Flack, A.J. Harvey and R.E. Vingoa.

8. APPOINTMENT OF CHAIRMAN

Resolved that Councillor S A Skinner be appointed.

9 MINUTES

The Minutes of the Meeting held on 15th October 1990 were approved as a correct record.

10 AGENDA FOR POLICY & RESOURCES COMMITTEE - 4TH DECEMBER 1990

With regard to the further report on public conveniences the Panel considered proposals of the Liberal Democrats to achieve economies in the cost of opening and closing the sites by enlisting the assistance of other agencies, including Parish Councils and by closing two sites entirely during the winter months. They also proposed that additional cleaning should be carried out at all sites at an extra cost of £20,000.

The Panel felt that the suggestions for the opening and closure arrangements and the seasonal closure of two sites would have to be the subject of consultation with the Parish Councils involved.

On the upgrading of fire alarm systems in aged persons sheltered schemes, the Panel noted that these were separate from the extension of the warden alarm arrangements.

ROCHFORD DISTRICT COUNCIL

POLICY & RESOURCES COMMITTEE - 4 DECEMBER 1990

REPORT OF THE TREASURER

NOTICES OF MOTION RECEIVED PURSUANT TO STANDING ORDER 5 (MINUTE 612/90)

1. Parking outside Peak Hours

The present charging structure was introduced on 16 July 1990, and a review of the income generated is dealt with in a concurrent report to this Committee.

The rationale supporting the new charge structure was not only to generate additional income, but to create additional spaces by designating Websters Way Car Park as short stay. It was hoped that the designation of short stay would force a more rapid turnover of parking spaces, therefore giving shoppers easier access to the town shops

A recent survey undertaken by the Treasurer of all businesses within the town indicates good support for this concept.

It is too early at present to gauge the true effect of the short stay designation. There is a 4.9% increase in income deriving from Websters Way Car Park. If there are a greater number of unused spaces, this should be viewed as a success of the charging structure, in that shoppers will be encouraged into the centre at off-peak times because of the ease of parking.

By initiating a new low off-peak charge, it may be possible to utilise more spaces. The charge band would have to be carefully structured in order to maintain rapid turnover of spaces. If a charge structure were introduced that negated the effect of short stay parking, there could well be a detrimental effect both on traffic management and traders within the towns.

Finally, it should be emphasised that the existing charge of 20p for two hours is one of the lowest in the Essex area. With the current level of petrol prices, it is certainly uneconomic to drive further than four miles in search of free parking.

2. Parking Amnesty at Christmas

An analysis of car parking income received on corresponding dates to those proposed in 1989 has revealed that £1600 was received in parking fees. The introduction of the new scale of charges will increase this figure to an estimated £1800.

As previously stated, the charging structure is designed to encourage rapid turnover of spaces, thereby encouraging more shoppers into town centres. If free parking were to be introduced on the two days in

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question, there is a danger that motorists would park for considerably longer than two hours. Should this be the case, the effect on the traders within the towns would actually be detrimental.

The projected income loss indicates an estimated usage of the car parks of 80% or 3800 visits. There is, therefore, only modest scope for attracting additional shoppers into town centres.

Consideration should also be given to the legality of offering a Christmas amnesty. The Solicitor to the Council has advised that the District Council's authority to make or revoke an Order for off-street parking is contained in the Road Traffic Regulation Act 1984 S35(1).

This provides for consultation with the Police and publication of the proposals in a local newspaper, following which any objections must be considered. In addition, the consent of the County Council is required before such power can be exercised, and the County Council can specify conditions and restrictions.

Once the Order is made, the County Council has the same power as the District to vary or revoke the Order (S39).

The Order does not have the effect of a Statutory Instrument and there is little case law on the subject. However, in *Freight Transport Assoc. v. Lothian Regional Council* 1978 (a Scottish case), it was held that the actual charges to be paid had to be stated in the Order, the statutory duty to consult was eluded otherwise. This can be extended to the suspension of charges altogether. Alternatively, if charges on some short stay car parks are waived, the Council will be introducing a unilateral change in charges without consultation with interested parties and, therefore, will be acting ultra vires.

The Order itself can contain provisions allowing the above, but, as it does not, the proper action is a Variation Order with proper consultation.

In conclusion, the only safe way to do this is to vary the Order to allow a charge of nil at specified periods.

#### Background Papers

Road Traffic Regulation Act 1984

001  
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## ROCHFORD DISTRICT COUNCIL

## APPENDIX TO AGENDA ITEM 9

## RECOVERABLE ITEMS OF 1989/90 GENERAL RATE

Parish	Housing Benefits	Voids	Charity Relief	Written Off	Disabled Persons' Relief	TOTAL
	£	£	£	£	£	£
Owners Accounts	-	1 08	-	0 04	-	1.12
Ashington	56914.77	22884 03	2066.42	506.05	4670.31	87041.58
Canewdon	26531.24	20099.64	1531 98	1042 38	124.00	49329.24
Gt Wakering	111998.14	55393 28	1430 42	2053.57	1506.81	172382.22
Hawkwell	180079.72	75310 86	12412.22	1065 50	9311.65	278179.95
Hockley	141376.86	86232.90	13405 40	2601 16	14983.03	258599.35
Hullbridge	117725.07	39254 76	9224 23	650 64	3864.00	170718.70
Rayleigh	627276.09	232538 78	58502 47	15301.25	37037.10	970655.69
Roach	30959 11	22512 60	411 39	941.83	17239.28	72064.21
Rochford	220936 59	169597.09	6888 76	13463 71	45524.25	456410.40
Stambridge	9813.02	9917.01	221.71	9.19	11568.30	31529.23
Sutton	1722.56	2831.20	244 25	36 63	-	4834.64
Public Utilities	-	-	-	-	-	-
TOTALS	<u>£1525333.17</u>	<u>£736573.23</u>	<u>£106339.25</u>	<u>£ 37671.95</u>	<u>£145828.73</u>	<u>£2551746.33</u>
Percentage of Collectable Debit for 1989/90	5.52%	2 68%	0 38%	0.13%	0.53%	9.24%
Percentages for 1988/89	5 38%	2 52%	0 30%	0.03%	0 40%	10.50%

ROCHFORD DISTRICT COUNCILPOLICY & RESOURCES COMMITTEE - 4 DECEMBER 1990REPORT OF THE TREASURERBUDGET STRATEGY 1991/92

The Secretary of State for the Environment announced in Parliament on 31 October further details concerning the Revenue Support Grant Settlement for 1991/92.

The proposed Standard Spending Assessment (SSA) for Rochford has been set at £4.883m., equivalent to £85.80 per chargepayer. This compares to an SSA of £3.82m. this year, an increase of 27.8%. The range of SSA's throughout the Essex County is wide, the lowest being Brentwood at £85.70 per chargepayer and the highest Southend on Sea at £144.18 per chargepayer. The average SSA for English Districts is £115.39 per chargepayer. As may be seen from these statistics, the Government perceives very little need in the Rochford area and therefore allocates a very low spending assessment.

At the Policy & Resources Committee meeting of 18 September, the Treasurer reported that, with the number of new initiatives agreed upon at that time, the Council could face a budget in 1991/92 of £6.375m. Members will recall that this sum was made up as follows:-

	£
Current expenditure	5,500,000
Inflation - salaries	344,000
- other	190,000
Environmental Health review full year effect	32,500
Capital Programme 1990/91 full year effect	47,000
Housing benefit - loss of grant	76,000
Car parking increase full year effect	(11,000)
Environmental protection and Food Acts (Dog fouling, street cleansing, etc.)	100,000
Concessionary fares	53,000
Capital Programme 1991/92	24,000
Additional building repairs delayed from 1990/91	10,000
ATM costs	10,000
	<u>6,375,500</u>

This sum is £1.492m. more than the SSA, equivalent to £26.22 per chargepayer.

The Treasurer has now finalised the closure of accounts for 1989/90 and, owing to the high level of interest rates during that year, the Council has generated a higher than anticipated level of receipts of interest. The general fund is, therefore, at a higher level than forecast and it should be possible to use £250,000 in support of the community charge for 1991/92. This would reduce the Council budget in 1991/92 to £6.1255m.

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The overall level of community charge for the District next year will depend very much upon the spending decisions of Essex County Council. It is highly unlikely, however, that the County would exceed its SSA, as it would be subject to community charge capping under the criteria announced by the Secretary of State for the Environment.

Rochford will not be community charge capped, as the budget is below £15m. This does mean, however, that, when residents receive their community charge bills next year, Rochford will be portrayed as the overspending authority. The possible range of community charge levels if Rochford spends £6.125m. is shown at Appendix 1 of this report.

Clearly, Council must determine at an early stage whether or not it is prepared to accept a community charge in the region of £412. If the Council accepts this level of charge, then service increases in the areas indicated above, ie., dog fouling, etc., will be possible without reducing any existing services. There would be no scope for any additional service increases.

It should be remembered that the provision of £100,000 for environmental increases relates to services which would be of a statutory nature.

Should Council decide that the community charge level must be reduced, there are a number of options available. To place the problem in context, a £57,000 reduction in the Council budget will reduce the community charge by £1.

The provisions for discretionary service increases could be re-examined. These are as follows:-

Concessionary Fares Scheme

This is the subject of a concurrent report to this Committee and Members may wish to maintain the scheme as it is at present, but reduce the overall budget provision.

Capital Programme 1991/92

Management Team could report back on the service implications of placing a moratorium on capital expenditure.

ATM Costs

This refers to the siting of an ATM in Great Wakering.

The second alternative is to increase income. This may be achieved either by increasing existing charges over and above the level of inflation or by introducing new charges. The major example of a new charge would be to introduce fees for providing advice to businesses and agents in respect of planning.

A third alternative is the disposal of assets. This would create capital receipts which may be invested and the resultant interest would be used to reduce the revenue budget.

The fourth alternative would be to review the existing discretionary areas with a view to either withdrawing or reducing the current service provided. As many of the existing services are provided by external contractors, any reductions would have to be subject to negotiation and agreement.

Any reduction in services provided by the Council's own staff would not generate the full saving in the first year. This is due to the fact that, by shedding staff, the Council would be liable to meet the costs of redundancy. Coupled with this is the fact that, unless sufficient staff savings were made, enabling the disposal of a part of the administrative offices, those office costs would continue to be spread over the remainder of the organisation.

In order for the budget process to continue, Council should now address a number of questions:-

1. Is the proposed budget level an acceptable target? If not, what level do Members consider appropriate?
2. Should the Council pursue policies designed to increase income? In what areas would this be acceptable?
3. Which new services, other than those statutory requirements already identified, should be included in the budget?
4. Which services currently provided would Members wish to see reduced or curtailed?

RECOMMENDED that budget policy for 1991/92 be determined.

#### Background Papers

Department of the Environment Revenue Support Grant consultation papers dated 31 October 1990.

APPENDIX 1

	<u>1990/91</u>		<u>1991/92</u>		
	SSA	Actual	SSA	ECC Increase by 10.9%	ECC Spend at SSA
	£	£	£	£	£
Essex County Council	654	667	782	740	782
Rochford District	67	94	86	108	108
	<u>721</u>	<u>761</u>	<u>868</u>	<u>848</u>	<u>890</u>
Deduct:					
Business Rate	292	292	349	349	349
Government grant	<u>151</u>	<u>151</u>	<u>139</u>	<u>139</u>	<u>139</u>
TOTAL	278	318	380	360	402
Safety Net	60	60	-	-	-
	<u>338</u>	<u>378</u>	<u>380</u>	<u>360</u>	<u>402</u>
Adjustments	-	5	-	10	10
TOTAL	<u>338</u>	<u>383</u>	<u>380</u>	<u>370</u>	<u>412</u>
	===	===	===	===	===

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ROCHFORD DISTRICT COUNCIL

POLICY & RESOURCES COMMITTEE - 4TH DECEMBER 1990

REPORT OF THE CHIEF OFFICERS' GROUP

BUDGET STRATEGY 1991/92

- (a) The Treasurer in his concurrent report sets out the estimated expenditure for 1991/92 and forecasts of the likely level of Community Charge involved in order that the Council can set a budget ceiling. The estimates take account of current spending on services, plus inflation, and other known commitments, including new legislative requirements. They also identify the cost of the new areas of policy development, e.g. concessionary fares, warden service, area service points, etc. The forecasts of the likely levels of Community Charge have regard to the likely outcome of Government Grant distribution.
- (b) In setting the budget ceiling, it is necessary for this Committee to give guidance to the other spending Committees on how they see the priorities within the budget so that the spending Committees can have the overall priorities in mind when they consider their detailed draft estimates in the coming special cycle of meetings.
- (c) Committees have already reviewed the Corporate Plan and have listed their discretionary service activities in order of precedence. No comprehensive list of corporate priorities has been determined for discretionary services and no consideration has yet been given to those activities which are statutory, statutory related, or contractual. This is the next step in the priority budgeting process.
- (d) There are some statutory and statutory related functions which the Council has no option but to undertake, e.g. it has to produce accounts in the proper form, it must abide by the law governing local authority meetings, it has to keep registers for many of its statutory duties, etc. In other respects, statutory duties require inspections to be made, samples to be taken, internal audit arrangements to be made, where it is a matter of agreeing an appropriate level of service which is regarded as reasonable in meeting the legal obligations on the authority. In few cases is there any statutory minimum and current levels of activity follow approved Council policy. Savings on statutory services where frequency of an activity is a factor can only be achieved by reducing current standards so that economies in the establishment can be made. The Chief Officers' Group has already drawn to attention that Rochford has the second lowest establishment of any district authority in the Country.

In the short term, little opportunity exists to achieve economies in the contracted services. Indeed, the Code of Practice on Litter will require additional resources for street cleansing and grounds maintenance.

- (e) Previous consideration of the statutory and discretionary activities focussed on the cost centre service level agreements which, with some exceptions, follow spending Committee areas of responsibility. Committees prioritised the discretionary activities in the last cycle of meetings (Appendix III). The Chief Officers' Group has now listed (Appendix II) the statutory and statutory related activities using the same criteria as before (Appendix I) annotated with the Committee responsible. For those statutory activities where the Council has no option as to the required response, a mandatory (=M) category has been introduced.
- (f) In determining the budget ceiling, the Policy & Resources Committee are asked whether they have any guidance to give spending Committees as to the corporate priority to be afforded to service expenditure and, more specifically, if economies are to be made, whether any existing services have a lower priority than the new proposals for policy development or if spending is to be reduced without any provision for policy development which existing services should be curtailed.

All areas of policy development, except the Code of Practice on Litter are discretionary.

- (g) One further aspect on which the Policy & Resources Committee will need to give advice to spending Committees is in relation to the charging policy to be adopted as increased service income reduces the burden on the Community Charge. There is scope for introducing new charges, e.g. pre-planning application advice.

Recommended That the Policy & Resources Committee recommend the corporate priority for expenditure on service provision and the charging policy to be adopted. (COG) (2159)

APPENDIX I

CRITERIA FOR ESTABLISHING PRIORITIES

M Mandatory Requirement

A Personal Health Issues

- Categories:
1. Life Threatening
  2. Long-Term Health Risk
  3. Social Acceptability

Weighting: Based on size of population affected

B Environmental Issues

Categories: Based on District Plan

Weighting: Based on size of population affected

C Social Issues

- Categories:
1. Activity Pursuits
  2. Social Pursuits
  3. Minor Miscellaneous Activities

Weightings: Socio-economic groupings

D Financial Issues

1. Value for Money
2. Capital and Revenue Implications

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# SOLICITOR'S OFFICE COST CENTRE

	<u>Activity</u>	<u>Category</u>
P&R	Conveyancing	- S & D/S - M
P&R	Land Management	- S & D - D1
P&R	Land Charges	- S - M
P&R	Planning Advice & Appeals	- D/S - B
P&R	Litigation Services	- D/S - A - C
P&R	Non-Contentious Matters	- D/S - A - C
P&R	Legal Advice	- S/D - D1

## DEVELOPMENT CONTROL COST CENTRE

	<u>Activity</u>	<u>Category</u>
DS	Planning Applications	- Substantially S - B
DS	Committee & Delegated Decisions	- S - B
DS	Planning Appeals	- D/S - B
DS	Enforcement	- D/S - B

## BUILDING CONTROL COST CENTRE

	<u>Activity</u>	<u>Category</u>
DS	Applications	- Substantially S - A
DS	Inspections	- Substantially S - A

## DEVELOPMENT ADMINISTRATION COST CENTRE

	<u>Activity</u>	<u>Category</u>
DS	Support services for Development Control and Building Control Cost Centres	- Substantially S - :

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# PERSONNEL AND CORPORATE PLANNING COST CENTRE

	<u>Activity</u> (central support services)	<u>Category</u>
P&R	Personnel	- Part S - M
P&R	- Appointments	- S/D - D1 - M
P&R	- Political Restrictions & Delegations	- S - M
P&R	- Contracts of Employment	- S/D - D1 - M
P&R	- Employment Law	- S/D - D1 - M
P&R	- Grievance & Discipline	- S - M
P&R	- Redundancy	- S - M
P&R	- Equal Opportunities & Disabled Persons Employment	- S - M
P&R	- Accident Records	- S - M
P&R	- Offices, Shops & Railway Premises Act	- S - M
P&R	- Safety Policy	- S - M
P&R	- First Aid	- S - M
P&R	Maintenance of Contract Documentation	- D/S - D1

# COMMITTEE OFFICE COST CENTRE

	<u>Activity</u>	<u>Category</u>
P&R	Committee Servicing	- S/D - D1
	These discretionary activities arise from the statutory process and are unavoidable, e.g. Minute Index, Policy Book, Year Book, staff training in Committee procedures, etc.	
H&H	Cemeteries	- D/S - M
DS	Planning & Enforcement Appeals	- D/S - B
DS	Notices & Proceedings & Applications & Decisions	- S/D - B
H&H	Street & House to House Collections	- S - M
H&H	Small Lotteries Registration	- S - M
H&H	Liquor Licensing Applications	- S - M
H&H	Agricultural Cottages	- S - M
LS	Allotments	- D/S - C1

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## APPENDIX II

### SUMMARY OF STATUTORY AND STATUTORY RELATED ACTIVITIES CURRENTLY UNDERTAKEN

Function      M = Mandatory Statutory Duty  
                     S = Statutory Duty  
                     S/D = Statutory with discretionary element or  
                              discretionary supporting statutory  
                     D/S = Statutory legal or contractual obligations  
                              arising from discretionary decisions

#### ENVIRONMENTAL HEALTH SERVICES COST CENTRE

	<u>Activity</u>		<u>Category</u>
H&H	Atmospheric Pollution - Monitoring & Enforcement (M & E)	- S	- A2
H&H	Noise Pollution - M & E	- S	- A3
H&H	Refuse & Waste Disposal - M & E	- S	- A1
H&H	Water Supplies & Swimming Pools - M & E	- S	- A1
H&H	Drainage - Monitoring & Control	- S	- A1
H&H	Development Consultations	- S	- A2
H&H	Animal Welfare	- S	- A1
H&H	Food Hygiene Inspection & Enforcement	- S	- A1
H&H	Public Entertainment Licensing - Control & Enforcement (C & E)	- S	- A1
H&H	Occupational Health & Safety - C & E	- S	- A1
H&H	Caravan Sites - C & E	- S	- A1
H&H	Private Housing - C & E	- S	- A2
H&H	Pest & Vermin Control	- Part S	- A1
H&H	Communicable Diseases - Control & Prevention	- S	- A1
H&H	Burial and Cremations - Control	- S	- A1
H&H	Office Administration	- S	- A1

\* These activities have all been categorised as personal health issues and involve levels of inspection, sampling and monitoring which have been approved by the Council as satisfactory for the performance of its duties.

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**BUILDING MAINTENANCE & IMPROVEMENT COST CENTRE**  
(All Council Buildings)

	<u>Activity</u>	<u>Category</u>
H&H	Repairs & Adaptations	- Part S - A3
H&H	Improvements Service	- Part S - A3

Note:

Whilst the Council is exercising discretion in providing any building, statutory, legal and contractual obligations flow from its provision. Priorities for expenditure might fall into any of the categories depending on circumstances but clearly the size of the cost centre budget will depend on the programme and standard of work pursued, i.e. value for money, accepting that its buildings form a substantial part of the Council's assets.

**ENGINEERING SERVICES COST CENTRE**

	<u>Activity</u>	<u>Category</u>
DS	Land Drainage 3	- Part S - A1
DS	Building & Development Control - Engineering Advice 4	- S - A1
DS	Street & Footpath Lighting 6	- D/S - A3
P&R	Public Car Parks 5	- D/S - B
H&H	Drainage & Sewerage 2	- Part S - A1

**PROPERTY SERVICES ADMINISTRATION COST CENTRE**

	<u>Activity</u>	<u>Category</u>
H&H	Provide support services for Building Maintenance, Architectural & Engineering Cost Centres	- Part S - A - D

In those support services which are discretionary the same weightings would apply as do to the three cost centres it serves.

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# PERSONNEL AND CORPORATE PLANNING COST CENTRE

	<u>Activity</u> (central support services)		<u>Category</u>
P&R	Personnel		- Part S - M
P&R	- Appointments		- S/D - D1 - M
P&R	- Political Restrictions & Delegations		- S - M
P&R	- Contracts of Employment		- S/D - D1 - M
P&R	- Employment Law		- S/D - D1 - M
P&R	- Grievance & Discipline		- S - M
P&R	- Redundancy		- S - M
P&R	- Equal Opportunities & Disabled Persons Employment		- S - M
P&R	- Accident Records		- S - M
P&R	- Offices, Shops & Railway Premises Act		- S - M
P&R	- Safety Policy		- S - M
P&R	- First Aid		- S - M
P&R	Maintenance of Contract Documentation	2	- D/S - D1

# COMMITTEE OFFICE COST CENTRE

	<u>Activity</u>		<u>Category</u>
P&R	Committee Servicing		- S/D - D1 - M
	These discretionary activities arise from the statutory process and are unavoidable, e.g. Minute Index, Policy Book, Year Book, staff training in Committee procedures, etc.		
H&H	Cemeteries		- D/S - M
DS	Planning & Enforcement Appeals	2	- D/S - B
DS	Notices & Proceedings & Applications & Decisions	3	- S/D - B
H&H	Street & House to House Collections		- S - M
H&H	Small Lotteries Registration		- S - M
H&H	Liquor Licensing Applications		- S - M
H&H	Agricultural Cottages		- S - M
	Allotments	4	- D/S - C1

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# SOLICITOR'S OFFICE COST CENTRE

	<u>Activity</u>		<u>Category</u>
P&R	Conveyancing	5	- S & D/S - M
P&R	Land Management		- S & D - D1
P&R	Land Charges		- S - M
P&R	Planning Advice & Appeals	4	- D/S - B
P&R	Litigation Services	3	- D/S - A - C
P&R	Non-Contentious Matters	6	- D/S - A - C
P&R	Legal Advice	2	- S/D - D1

# DEVELOPMENT CONTROL COST CENTRE

	<u>Activity</u>		<u>Category</u>
DS	Planning Applications	2	- Substantially S - B
DS	Committee & Delegated Decisions	3	- S - B
DS	Planning Appeals	4	- D/S - B
DS	Enforcement	5	- D/S - B

# BUILDING CONTROL COST CENTRE

	<u>Activity</u>		<u>Category</u>
DS	Applications	2	- Substantially S - A1
DS	Inspections	2	- Substantially S - A1

# DEVELOPMENT ADMINISTRATION COST CENTRE

	<u>Activity</u>		<u>Category</u>
DS	Support services for Development Control and Building Control Cost Centres	2	- Substantially S - A1

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## WOODLANDS AND AMENITIES COST CENTRE

	<u>Activity</u>		<u>Category</u>
LS	Playgrounds - provision, repair and maintenance	2	- D/S - C1
LS	Tree and Woodland Management	3	- D/S - B

## REVENUE SERVICES COST CENTRE

	<u>Activity</u>		<u>Category</u>
	Cashiers		- Substantially S
	- Internal petty cash facilities	13	- S/D - D1 - M
P&R	Community Charge		- S - M
	- Property canvassing	6	- S/D - D1
P&R	Collection and Billing		- Substantially S - M
	- Promotion of Direct Debit	2	- S/D - D1
	- Arrangements for hardship	10	- S/D - D1
P&R	Recovery		- Substantially S - M
	- Negotiated arrangements	4	- S/D - D1
	- Recommendations for write-off	12	- S/D - D1
	- Tracing absconding debtors	3	- S/D - D1
	- Prosecutions - parking offences	7	- D/S - D1
	- Liaison with the Bailiff	9	- D/S - D1
	- Agreement of Bailiff Commission	14	- D/S - D1
P&R	Housing Benefit		- Substantially S - M
	- Prepare information leaflets	8	- D/S - D1
	- Promote availability of Housing Benefits	5	- D/S - D1
	- Counselling Service	11	- D/S - A3

## ACCOUNTANCY SERVICES COST CENTRE

	<u>Activity</u>		<u>Category</u>
P&R	Mortgages and Sale of Council Houses		- Substantially S - M
	- Monitor progress of recovery action	3	- D/S - D1
P&R	Income Management	2	- Substantially S - D1

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P&R	Cheque Control	2	- S	- D1
P&R	Insurance		- S/D	- D1 - M
P&R	Controlled Stationery		- S	- M
P&R	Cash Receipting		- S	- M
P&R	Suspense Accounts		- S	- M
P&R	Council's Costs		- S	- M
P&R	Exchequer Services		-	Substantially S
	- Advice on salary matters	3	- D/S	- D1
	- Verify accuracy of staff costings	4	- D/S	- D1
P&R	Creditors		-	Substantially S
	- Advise spending departments	4	- D/S	- D1
	- Maintain energy management records	4	- D/S	- D1
	- Advice on creditors to other departments	3	- D/S	- D1
P&R	Accountancy		- All S	- M
P&R	Service Charges		- S	- M
P&R	Collection Fund		- S	- M
P&R	Grant Claims		- S	- M

#### COMPUTER SERVICES & AUDIT COST CENTRE

	<u>Activity</u>		<u>Category</u>
P&R	Management		- S - M
	- Agree the level of coverage	2	- D/S - D1
	- Regularly review audit activity	3	- D/S - D1
	- Discuss audit finding with appropriate officer	4	- D/S - D1
	- Submit annual review to Performance Review Committee	5	- D/S - D1
P&R	Systems Audit		- S - M
P&R	Contract Audit		- S - M
P&R	Value for Money Audit		- S - M
P&R	Computer Audit		- S - M
P&R	Special Investigations		- S - M

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# HOUSING SERVICES COST CENTRE

	<u>Activity</u>		<u>Category</u>
H&H	Homelessness		- S - M
H&H	Allocations	3	- D/S - A3
H&H	Housing Advice	5	- D/S - A3
H&H	Estate Management	4	- D/S - A3
H&H	Sale of Council Houses		- D/S - M
H&H	A.P. Scheme Management	4	- D/S - A3

Discretionary activities from Appendix III - Rent arrears control and control of empty property - 2 Provision of rented housing & Estuary Housing need - 3

## ASSISTANT CHIEF EXECUTIVE'S OFFICE COST CENTRE

	<u>Activity</u>		<u>Category</u>
P&R	Emergency Planning		- S - M

## CENTRAL SERVICES, ELECTIONS & ELECTORAL REGISTRATION COST CENTRE

	<u>Activity</u>		<u>Category</u>
	Post & Messenger Services		- S/D - M - A - D
P&R	Central Typing		- S/D - M - A - D
P&R	Central Filing		- S/D - M - A - D
P&R	Printing & Photocopying		- S/D - M - A - D
P&R	Telephones & Reception		- S/D - M - A - D
P&R	Caretaking		- S/D - M - A - D
P&R	Purchasing		- S/D - M - A - D
P&R	Register of Electors		- Substantially S - M
P&R	Administration of Elections		- S - M

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# CONTRACT MONITORING & SUPERVISION COST CENTRE

<u>Activity</u>		<u>Category</u>
H&H	Refuse Collection	2 - Part S/D - D1
P&R	Office Cleaning	5 - S/D - D1
H&H	A.P. Schemes - Cleaning	6 - D/S - D1
LS	Leisure Management	4 - D/S - D1
H&H	Street Cleansing & New Statutory duty	3 Part S/D - D1
DEPOT SERVICES COST CENTRE		

<u>Activity</u>		<u>Category</u>
P&R	Residual Depot Services	5 - S/D - D1
P&R	Flooding	3 - S/D - A1
P&R	Emergency Store	4 - S/D - A1
P&R	Vehicles & Plant	6 - D/S - A - D
H&H	Litter Bins	8 - S/D - A3
P&R	Elections	2 - S - M
H&H	Wheeled Bins (refuse collection)	9 - S/D - D1
P&R	Building Check	7 - D/S - A3

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COST CENTRES - SUMMARY OF DISCRETIONARY ACTIVITIES IN ORDER OF PRIORITY.ENVIRONMENTAL HEALTH COST CENTRE.

DS	1. Planning enforcement investigations.	B1
H&H	2. Food hygiene - advice for Bullwood Hall.	A1
H&H	3. Pest and vermin control - treatment of land in private ownership.	A1
H&H	4. Pest and vermin control - provision for periods of peak demand.	A1
H&H	5. Pest and vermin control - press AW for improved sewer treatment.	A2
H&H	6. Public Entertainment Licensing - liaison with schools and licensing justices.	A1
H&H	7. Health Promotion activities.	A2
H&H	8. Water supplies and Swimming Pools - survey of recreational water quality.	A2
H&H	9. Atmospheric Pollution - monitoring of radiation levels.	A2
H&H	10. Pest and vermin control - expansion of contract services.	A1
H&H	11. Noise Pollution - noise from Southend Airport.	A3
H&H	12. Heartbeat Award Scheme.	A2

BUILDING MAINTENANCE AND IMPROVEMENT COST CENTRE  
ARCHITECTURAL SERVICES COST CENTRE.

Not able to prioritise discretionary services as it will depend on priority of work for client department. D1

ENGINEERING SERVICES COST CENTRE.

DS	1. Highways consultations, liaison and advice.	B
DS	2. Maintenance of records, surveys and inspections of ditches.	A2
DS	3. Enforcement.	A2

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DS	4. Feasibility studies to improve land drainage.	
DS	5. Advisory service for land drainage.	A2
DS	6. Identify problem areas - drainage and sewerage.	A2
DS	7. Advisory service for drainage and sewerage.	A2
DS	8. Drain blockage contract services.	A2
LS	9. Public open space development programme.	B
DS	10. Demarcation of Council owned land.	D1

PERSONNEL AND CORPORATE PLANNING COST CENTRE.

P&R	1. Corporate Planning.	
P&R	2. All of the value for money activities unless continued could involve the Council in financial losses of varying amounts or loss of productivity or quality of service.	D1
P&R	3. Blood Transfusion.	A3
P&R	4. Disablement Resettlement.	A3
H&H	5. Crossroads Care Attendant Scheme.	A3

COMMITTEE OFFICE COST CENTRE.

H&H	1. Crossroads Care Attendant Scheme.	A3
LS	2. Allotments Competition.	C2

SOLICITORS COST CENTRE.

Activities will follow priorities of client departments. D1

DEVELOPMENT CONTROL COST CENTRE.

DS	1. Enforcement.	B
DS	2. Non-statutory consultations.	B
DS	3. Pre-submission guidance and discussions.	B

NB. Planning Appeals and Enforcements are statutory legal or contractual obligations arising from discretionary decisions.

BUILDING CONTROL COST CENTRE.

- |    |                                      |    |
|----|--------------------------------------|----|
| DS | 1. Inspections, advice and guidance. | B  |
| DS | 2. Income collection.                | D1 |
| DS | 3. Pre-submission advice.            | B  |

FORWARD PLANNING COST CENTRE.

- |    |                                           |    |
|----|-------------------------------------------|----|
|    | 1. Monitoring and advisory.               | B  |
| DS | (i) Local District Plan.                  |    |
|    | (ii) Development Control and advice.      |    |
|    | (iii) County Structure Plan.              |    |
|    | (iv) County Highways.                     |    |
|    | (v) Regional planning.                    |    |
|    | (vi) Rural planning control preservation. |    |
|    | (vii) Statutory Undertakers.              |    |
|    | (viii) County Local Plans.                |    |
| DS | 2. Statistical analysis.                  | B  |
| DS | 3. Drawing graphics and plan printing.    | D1 |
| DS | 4. Employment promotion and exhibitions.  | B  |

WOODLANDS COST CENTRE.

- |    |                                                                             |    |
|----|-----------------------------------------------------------------------------|----|
| DS | 1. Development Control, Forward Planning. These advise on trees and shrubs. | B  |
| DS | 2. Open spaces enhancements.                                                | B  |
| DS | 3. Bridleways and permissive horse riding.                                  | C1 |

NB. Play grounds and trees and woodland management are discretionary with statutory obligations.

\*REVENUES SERVICES COST CENTRE.  
(major income generation.)

- |     |                                  |    |
|-----|----------------------------------|----|
| P&R | 1. Car parking.                  | D1 |
|     | Prosecutions - parking offences. |    |

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P&R	2.	Property canvassing. Promotion of direct debit. Arrangements for hardship. Pre-run reconciliation. Negotiated arrangements. Liaison with the Bailiff. Agreement of Bailiff Commission. Promotion of availability of housing benefits.	} D1
P&R	3.	Internal petty cash facilities. Recommendations for write-off. Tracing absconding debtors.	} D1
P&R	4.	Statistical analysis - Cashiers. Statistical analysis - community charge. Statistical analysis - collection and billing. Liaison with banks and building societies. Statistical analysis - Recovery. Preparation of benefit information leaflets. Statistical analysis - benefits. Counselling service - benefits.	} D1 A3
P&R	5.	Selling concessionary travel permits.	C2

\*ACCOUNTANCY SERVICES COST CENTRE.

P&R	1.	Car parking.	D1
P&R	2.	Monitor progress of mortgage recovery action. Provision of mortgage references when requested. Preparation and despatch of first reminders ) Income Preparation and despatch of final reminders ) Management Verification of accuracy of staff costings. Provision of advice to working parties.	} D1
P&R	3.	Provision of advice on income management matters. Provision of advice on salary matters. Provision of advice to members of staff. Provision of advice to spending departments. Maintenance of energy management records. Provision of advice on creditors to other Departments. Monitoring of car lease scheme. Provision of financial advice to other Departments. Insurance.	} D1
P&R	4.	Grants and subscriptions.	A3
P&R	5.	Meals on Wheels.	A3
P&R	6.	Concessionary fares.	C2
P&R	7.	Issue of Green cards. Car loan scheme. Provision of statistical information.	} D1
P&R	8.	Maintenance of accounts for Crossroads Scheme.	A3

\* Note

Within these two divisions, certain elements must receive equal priority, as they relate to cash flow, decision making, etc. Equal ranking items are grouped together. Rankings have been scored identically, therefore, the No. 1 item in accountancy should have equal status to the No. 1 item in revenues.

AUDIT AND COMPUTER SERVICES COST CENTRE.

- |     |    |                                                   |   |    |
|-----|----|---------------------------------------------------|---|----|
| P&R | 1. | Information Technology - advice and consultation. | } | D1 |
| P&R | 2. | Contract Monitoring.                              |   |    |
| P&R | 3. | Special Projects.                                 |   |    |
| P&R | 4. | Complaints Monitor.                               |   |    |

HOUSING SERVICES COST CENTRE.

- |     |    |                                                          |   |    |
|-----|----|----------------------------------------------------------|---|----|
| H&H | 1. | Rent Arrears Control.<br>Control of empty property.      | } | D1 |
| H&H | 2. | Provision of Rented Housing.<br>Estimating Housing Need. |   |    |

ASSISTANT CHIEF EXECUTIVE'S OFFICE COST CENTRE.

- |     |    |                                      |                 |
|-----|----|--------------------------------------|-----------------|
| P&R | 1. | Civic Hospitality (limited).         | C2              |
| P&R | 2. | Twinning.                            | C2              |
| P&R | 3. | Public Relations and communications. | * Nil Weighting |

Note\* Assumes other depts. would undertake their own public relations.

CENTRAL SERVICES, ELECTIONS AND ELECTORAL REGISTRATION COST CENTRE. x

- |     |    |                                      |
|-----|----|--------------------------------------|
| P&R | 1. | Follow up on Electoral Registration. |
| P&R | 2. | Telephones and Reception.            |
| P&R | 3. | Caretaking.                          |

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- P&R 4. Central Typing.
- P&R 5. Central Filing.
- P&R 6. Post and Messenger Services.
- P&R 7. Printing and Photocopying.
- P&R 8. Purchasing.
- P&R 9. Vending. \*

Note \* Whilst provision of staff vending facilities is entirely discretionary, it is a local condition of service.

x All of these activities could involve either statutory or discretionary functions.

#### CONTRACT MONITORING AND SUPERVISION COST CENTRE.

- H&H 1. Refuse Collection.
- H&H 2. Street Cleansing. \*
- LS 3. Grounds Maintenance. \*
- P&R 4. Office Cleaning.

D1

\*2. Whilst Street Cleansing is discretionary at the present time under the new Environmental Protection Bill the Council will have a legal obligation in this respect with effect from 1st April 1991.

\*3. Although provision of Open Space and Grounds Maintenance is a discretionary activity the Council has a contractual obligation with regard to the current maintenance arrangements.

#### DEPOT SERVICES COST CENTRE.

- P&R 1. Flooding. A1
- P&R 2. Emergency Store. A1
- H&H 3. Litter Initiatives. \* A3
- H&H 4. Dumping and Litter Problems. \* A3
- H&H 5. Recycling. \* B

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H&H	6.	Litter Bins. *	A3
H&H	7.	Wheeled Bins.	D1
DS	8.	Salting.	A3
H&H	9.	Environmental Protection.	B
DS	10.	Abandoned Vehicles.	A3
P&R	11.	Vehicles and Plant.	A - D
DS	12.	Street Nameplates.	C3
H&H	13.	Dog Fouling Notices.	A2
H&H	14.	No Dumping Signs.	C3
H&H	15.	Furniture Moving.	C3
DS	16.	Monitoring Leases.	D1
LS	17.	Parks Security.	D1
DS	18.	Residual Depot Services.	D1
DS	19.	Public Seats.	C3
P&R	20.	Small Works.	C3
P&R	21.	Goods Inwards.	D1
P&R	22.	Messenger Service.	C3
LS	23.	Sports Council.	C2
LS	24.	Other Special Events on Council Land.	C2
P&R	25.	Miscellaneous Meetings.	C3
LS	26.	Christmas Lights.	C3
LS	27.	Armada Beacon.	C3
P&R	28.	Special Events (Civic).	C3
P&R	29.	Relief Chauffeur.	C3

\*3, 4 & 6. Whilst these are discretionary activities much of the work undertaken under these headings will be controlled within the Environmental Protection Bill from April 1991.

\*5. Similarly on Recycling, under the new Bill the Council will have a duty to adopt a formal recycling policy and plan.

ROCHFORD DISTRICT COUNCILPOLICY & RESOURCES COMMITTEE - 4 DECEMBER 1990REPORT OF THE TREASURER -CONCESSIONARY FARES

At the Policy & Resources Committee of 17 July, officers were instructed to report back to this Committee on three aspects concerning concessionary fares, these being -

Explore the possibilities and costs of extending the bus pass scheme in current operation and reducing its costs to users.

Investigate the possibility and costs of introducing a subsidised off-peak - shoppers' fare for the benefit of pensioners and the disabled centred upon Rochford and Rayleigh.

Produce a report on economies and virements which could be found within the current financial year in order to finance such proposals.

With regard to the first area of investigation, this was covered in the Treasurer's report to the same Policy & Resources Committee of 17 July. Many of the points made in that report are still relevant and a copy is attached as Appendix I.

Members will recall that, at that meeting, new charges were set at £15 for pensioners in receipt of housing benefit and £30 for other pensioners.

A sum of £53,000 was set aside to meet the additional costs and the necessary virements have been approved.

As at the end of October, the take-up on the new pass has been limited and only 48 had been sold, of which 19 were existing pass holders. It is, therefore, extremely unlikely that the £53,000 will be fully utilised in the current financial year.

Decisions must now be taken with regard to the provision of the scheme during 1991/92. Negotiations with the bus companies are carried out on behalf of all Essex Districts by officers at Essex County Council. Limited discussions indicated an increase in the cost of the pass to the Council of 12%.

Expenditure on the concessionary fares scheme will, therefore, increase by £7,200, and Council should decide whether or not to pass any element of the increase on to the recipient. Taking into account the fact that the new scheme has not generated a high take-up, Council may wish to consider a further small reduction in the cost of passes. In this instance, it must be accepted that any improvement in the scheme would once again be cash limited.

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The current budget provision for the scheme, excluding administration costs, is £93,000. The effect of not passing on any increase in costs is shown below -

	£	£
Original 1990/91 budget, excluding administration		40,000
Add inflation allowance for 1991/92 budget		3,600
Add scheme improvement		53,000
Total budget provision 1991/92		96,600
		=====
Cost of passes, say 1260 @ £56		70,600
Cost of rail passes, say 550 @ £10		5,500
		76,100
Less income:		
1140 @ £15	17,100	
120 @ £30	3,600	
550 @ £3	1,600	
		22,300
Net expenditure		53,800
Allows for take-up of new passes - 1646 @ net price of £26		42,800
TOTAL		96,600
		=====

In the event of the Council wishing to pursue a policy of continually reducing the charge by small amounts in order to gauge take-up, one possible scenario would be as follows:-

Reduce cost of passes to £14 and £25 respectively:-

	£	£
Cost of passes as above		76,100
Less income:		
1140 @ £14	16,000	
120 @ £25	3,000	
550 @ £3	1,600	
Net expenditure		20,600
		55,500
Allow for additional take-up of low cost pass, say 200 @ net £42		8,400
Allow for additional take-up of higher cost pass of 1055 @ net £31		32,700
TOTAL		96,600
		=====

NOTE: It must be emphasised that, if Council wishes to adopt a policy of reducing charges, no matter which scheme is adopted, there would need to be a continuation of the "first come first served" policy.

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The second aspect to be considered is the possibility of introducing off-peak shoppers' fares. A number of Essex authorities do provide fare-free days for pensioners within their Districts. Informal discussions have taken place with Southend Transport and Thames Way, which indicate that one fare-free day in the Rochford District would cost in the region of £11,000. Fare-free days just prior to Christmas would be charged at a higher rate.

One advantage of fare-free days is that the cost is fixed, which is an obvious aid to budgeting. The main disadvantage is that the bus companies do not provide statistics with regard to the usage of this service. The consequence of this is that the Council is never able to judge whether it is receiving value for money. It would be most unfortunate if the £11,000 spent was only assisting a very small number of people. In this case the only real beneficiaries would be the bus companies.

With regard to free travel, Asda provides a free bus in the District from Rayleigh to their Shoebury store on Tuesdays and Thursdays. This, of course, is available to all residents, not just pensioners.

The main problem regarding the provision of aid to bus users is that it only benefits those residents in the urban areas. There are many residents within the District who are unable to travel due to lack of services available. Clearly, these people would not benefit from any concessionary fares scheme.

In some rural areas, the Post Office combine their letter collection with a public bus service. Informal discussions with the Post Office indicate that there are no plans to introduce this type of service in the Rochford area.

With regard to the disabled residents of the District, Members will recall that, with effect from 1 April 1990, the Council introduced the Dial-a-Ride facility at a cost of £3700. In addition, Mayday Mobile provides a similar scheme to Rayleigh residents, which, again, was supported by the Council with a grant of £1070.

The third aspect has been dealt with, in that the Council introduced an improvement to the concessionary fares scheme and the necessary savings required to finance the enhancement have been identified and approved.

In conclusion, there are a number of decisions required in order to administer the scheme for 1991/92. This Committee should now determine:-

the net total amount to be allocated in the 1991/92 budget

the amount to be charged to the recipient of the pass

whether or not a policy of fare-free days is to be pursued.

RECOMMENDED That the Committee determine the policy to apply in respect of concessionary fares for the year 1991/92.

#### Background Papers

None

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ROCHFORD DISTRICT COUNCILPOLICY & RESOURCES COMMITTEE - 17 JULY 1990REPORT OF THE TREASURERCONCESSIONARY FARES

The Chairman of Policy & Resources Committee has requested that a report be brought to this meeting to consider improving the Council's concessionary fares scheme. In order to finance the improvement, suggestions have been made to identify funds amounting to £53,000.

The current scheme provides for pensioners who are in receipt of Housing Benefit or are walking impaired (including blind) to be granted a bus pass for one third of the cost, which allows half price travel anywhere within the County of Essex. The current cost to the District of a pass is £50 and the charge to the recipient is £16.50.

In considering ways of widening the scheme, there are three major areas:-

1. Method of operation, ie., tokens/passes
2. Means testing
3. Charge to the recipient.

These three main areas are considered in detail in this report.

1. Method of Operation

There are currently two methods available to local authorities for the administration of concessionary fares, ie., passes and tokens.

(a) Passes

Rochford currently uses the pass system. This is very simple to operate and is secure, in that, if a person loses the pass, it is of no benefit to a third party. The pass system is of great benefit to those persons who either use the bus regularly for short journeys or enjoy visiting the shopping areas of Southend, Basildon, Chelmsford and Romford.

A recent survey carried out by the Treasurer indicates that persons purchasing passes derive considerable financial benefit. Journeys made by one pensioner were costed and the annual saving in bus fares amounted to £136, after taking into account the cost of the pass.

The pass system is, therefore, a very cost effective scheme from which it is estimated that 1140 persons benefit. There are a number of pensioners who currently purchase passes at full cost from the Council.



(b) Tokens

The token system is a national scheme run by National Transport Tokens Ltd. The local authority purchases an estimated annual supply of tokens at 97.5% of their face value. The tokens are then distributed to those eligible for concessionary fares, according to each individual authority's scheme. The tokens are used as cash to pay for journeys, the bus company receiving reimbursement from National Transport Tokens Ltd. at face value plus 2.5% for administration.

There are a number of areas where tokens place additional burdens upon the administration. Tokens are equivalent to cash and, as such, require secure storage. Dependent upon the amount of tokens the Council is prepared to offer, applicants may prefer to purchase tokens in stages, rather than at one time.

As tokens are accepted at face value on public transport, they may be subject to abuse by applicants taking their entitlement and selling them on to friends. One further disadvantage is that, if they are lost, they are of benefit to the third party finding them. The applicant could not request replacement as in the case of a bus pass.

As the majority of the District is relatively sparsely populated, travel costs tend to be high. The token system would, therefore, be inappropriate for the persons currently availing themselves of the facility. The token system would only be appropriate to the type of person who lived in close proximity to the town centre and who only wished to use the bus on very short journeys approximately once per week. It is not known if, and to what extent, there is a demand for this type of concession. Under the Council's current scheme, a person paying in excess of only 64p per week in bus fares would benefit by applying for a pass. Those persons who pay the full price for passes only need to incur bus fares in excess of £1.92 per week in order to benefit from the scheme.

2. Means Testing

The Council's current policy is means tested in that passes are available mainly to those in receipt of Housing Benefit. It is estimated that there are approximately 3000 people eligible to participate in the Council's scheme. The anticipated issue of 1140 passes only equates to 38% take-up of the scheme.

The reasons for the lack of participation by the majority of those eligible are not known. As these people are on low income, the cost may be too high. It could also be that the bus services are too infrequent or the persons are physically incapable of using public transport. For the latter two categories, bus passes will never address the problem.

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Should the Council wish to abandon the means testing element, there is a potential for a further 11,000 people to make use of the scheme. The possible financial exposure to the Council is set out below:-

	<u>Current Scheme</u>	<u>Maximum cost of Non-means Tested Scheme</u>
	£	£
Passes issued to persons in receipt of Housing Benefit	57,000	57,000 *
Other passes	-	550,000
	<u>57,000</u>	<u>607,000</u>
LESS Charge to recipient	<u>19,000</u>	<u>202,300</u>
Total net cost	<u>38,000</u>	<u>405,700</u>
	=====	=====

\* It is reasonable to assume a nil increase in this instance.

It has been suggested that provision of £53,000 be made in order to improve the concessionary fares scheme. This sum would allow for a maximum take-up of only 14% of those additional persons eligible for the scheme.

The Treasurer is unable to give any indication as to whether or not 14% is a reasonable estimate. Should the means testing be abolished, the Council must decide whether it wishes to cash limit the scheme to a £53,000 increase. If this is the case, it must be accepted that passes would be issued on a "first come first served" basis and accept the resultant problems this would cause.

If the Council does not wish to cash limit, there must be a commitment to provide additional funds as necessary for both this and future years. Provision of additional further funds this year could not be recommended for the reasons set out in the joint report of the Chief Executive & Director of Finance and Treasurer on Budget Review.

Additional finances in future years would increase community charge unless other services, considered to be of lower priority, were discontinued.

The administration and logistical problems of issuing at least double the number of passes have not been considered at this juncture.

### 3. Charge to Recipient

The final decision to be taken when reviewing the scheme is the charge to the recipient. If the passes were to be issued free, there would be a large increase in take-up as people would request a pass for the odd occasion where it may be of benefit. This would lead to a very high financial exposure, as set out below:-

	<u>Means Tested</u>	<u>Non-Means</u>
	£	£
Total cost of passes	150,000	700,000

In the case of issuing free passes, there would definitely be some increase in administration costs.

### Conclusions

It is clear that, within a District such as Rochford, the most appropriate method of administering concessionary fares is by way of issuing bus passes, and tokens do not appear to be a viable option.

The scheme may be improved by removing means testing or reducing charges, or by a mixture of both. There are many permutations available.

Should the Council wish to remove means testing, there is a high degree of financial exposure, the majority of which would fall wholly within the financial year in which the relaxation in policy is introduced. Decisions must, therefore, be made as to whether cash limiting is to be applied.

Finally, Council must decide whether or not it is appropriate to consider an increase in this service in isolation from the other Corporate Plan priorities which are to be discussed at the special meeting of Policy & Resources Committee in September.

### RECOMMENDATION

That consideration be deferred pending the discussion of the Corporate Plan at the special Policy & Resources Committee to be held in September 1990.

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ROCHFORD DISTRICT COUNCIL

POLICY & RESOURCES COMMITTEE - 4TH DECEMBER 1990

REPORT OF THE ASSISTANT CHIEF EXECUTIVE

PARISH BOUNDARY REVIEW (Minute 463/89)

1 Background

The present review began in 1982 when the Council was asked to consider an application for Parish status for Rayleigh (Minute 364/82)

Since that time there has been a great deal of research and consultation, initially to establish the level of public support for a Parish Council in Rayleigh

The Boundary Commission indicated at that time that the proposals for Rayleigh would need to be part of a total review of the Parish arrangements within the District. Subsequently, all Parishes were asked to express views on their own make-up and boundaries, in order that the appropriate documentation could be prepared to enable the Boundary Commission to conduct its review. Additionally, the Council took the opportunity to propose some minor boundary amendments in other areas.

2 Review Proposals

Council in 1986/87 (Minute 17/87) approved a submission to the Boundary Commission which included the formation of two parishes for Rayleigh, a parish for Rawreth, the realignment of boundaries between Hockley, Hawkwell and Ashingdon, and some minor realignment to remove boundary anomalies in several other parishes. A copy of the original submission setting out details of the Council's proposals is attached (Appendix A). Since that time (March 1987) there have been various alternative suggestions made in respect of the existing parished areas but no firm proposals or decisions have been forthcoming.

3. The Boundary Commission's Response

All Members will have received a copy of the Commission's Draft Modifications to the Council's Review Report. A further copy is attached (Appendix B).

In order to assist Members to relate the Commission's proposed modifications to the Council's proposals, set out below are the various items in the order in which they appear in the Council's 1987 submission.-

(1) Realignment of the parish boundaries between Ashingdon, Hawkwell and Hockley is to be the subject of a separate review by the Boundary commission.

(2) The realignment of the boundary between the Roche and St. Andrew's (Central) Wards of the Rochford Parish cannot be included within the current review, being a realignment within and not between separate parishes

(3) The Commission supports the realignment of the boundary between the parishes of Sutton and Rochford (Eastwood) (35/35A Warwick Drive)

(4) The Commission supports the realignment of the boundary between the Hockley (West) parish and the District Ward of Trinity (1/2 The Gattens)

(5) The Commission, for the reasons stated within Paragraph 2 of the letter does not support the creation of parishes for Rayleigh (5a)

It does however support the creation of a new parish for Rawreth (5b).

#### 4 Consultation on Commission's Draft Modifications

Before submitting the Council's proposals, together with its own modifications, to the Secretary of State for the Environment for approval, the Boundary Commission is now inviting comments and any further representations on the submission. It should be pointed out however that the Commission is seeking additional supporting material or fully reasoned arguments, rather than reiteration of previously expressed arguments

In accordance with the Commission's requirements copies of the proposals and modifications are on deposit at both the Council's Offices at Rochford and the Civic Suite, Rayleigh, and appropriate public notices have been published in the local press

Comments are invited by the Commission from any interested party after which there will be a re-assessment of the Draft Modifications, the closing date for receipt of such comments by the Commission being 9th January 1991.

#### 5. Conclusions

Some further time will obviously elapse before the Secretary of State for the Environment finally decides upon the proposals. The Council would obviously wish to continue to support the proposals for the minor realignments (item 3 and 4) and the creation of a new parish for Rawreth (5b).

It is not yet invited to comment upon the realignment between Ashingdon, Hawkwell and Hockley parishes (item 1) the subject of further review, nor is it possible at this stage to take any further action on The Doggetts realignment (item 2).

With regard to parish status for Rayleigh the Commission argues that only a relatively small proportion of the population actively supported the parish concept and that Rayleigh appeared to be a single community and the division to provide two parishes of acceptable size did not "reflect the pattern of community life"

As stated previously it would be necessary to provide new facts or material to support parish status, and Members are asked to consider whether there is any new evidence to support the proposals that the District Wards of Downhall and Grange, with the remaining Rayleigh Wards forming the second parish, are "single communities" for parish purposes. There would appear to be no significant change in circumstances to lend greater support and unless there is clear local evidence to the contrary there would seem little purpose in pursuing this further.

RECOMMENDED (1) That the Council supports the Boundary Commission's proposals in respect of items 3, 4 and 5(b)

(2) That the Commission's modifications with respect to items 1, 2 and 5(a) be noted (2320)(ACE)

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ROCHFORD DISTRICT COUNCIL  
PARISH REVIEW

NOTICE is hereby given that the Rochford District Council have carried out a review of the parish pattern in the District and have submitted a report to the Local Government Boundary Commission for England. The report contains the Council's recommendations for changes to the parish pattern and for consequential changes to electoral arrangements.

Copies of the report and the relevant documents and maps can be inspected during normal office hours at the offices of the District Council:-

Council Offices  
7 South Street  
Rochford  
Essex. SS4 1BW

and

Civic Suite  
2 Hockley Road  
Rayleigh  
Essex. SS6 8EA

Comments on the Report should be made in writing to The Secretary, Local Government Boundary Commission for England, 20 Albert Embankment, London. SE1 7TJ, so as to arrive not later than

FRIDAY 1ST MAY, 1987

If, in the light of any representations made to them, the Commission decide to modify the proposals recommended by the Council - or to carry out their own review - they will place any relevant letters etc., on deposit for inspection, along with their own modifications.

Signed: .....

Dated: Friday 20th March 1987

ARTHUR G. COOKE

Chief Executive, Returning Officer  
and Electoral Registration Officer.

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ROCHFORD DISTRICT COUNCIL

PARISH REVIEW

RECOMMENDATIONS

As a consequence of the Parish review begun in February 1985, the Council has received a number of representations as follows:-

1. To consider the following amendments to Parish boundaries:-
  - a. To adjust the boundary of the Ashington Parish in order that part of the Parish comprising Harrogate Road/Malvern Road area be transferred into the Parish of Hockley.
  - b. To adjust the boundary between Hockley and Hawkwell so as to include the whole of the north side of White Hart Lane within the Parish of Hockley, part of which is situated within the Parish of Hawkwell at the present time.
  - c. To adjust the boundary between the Parishes of Ashington and Hawkwell so as to include within the area of Hawkwell that part of the Ashington Parish "to include present and future development dwellings in the vicinity at the extremity of Stanley Road, Clifton Road, York Road etc."
  - d. To transfer from Hockley Parish, Lower Road, to the Parishes of Ashington and Hullbridge as appropriate.

Despite reference to the Rochford Hundred Association of Local Councils, it has not been possible to achieve any degree of agreement between the Parishes concerned in any of the proposed changes above, although the Ashington Parish Council has indicated that it would be prepared to agree an arrangement for a "3 way exchange (Ashington, Hawkwell, Hockley) which would leave all three with a similar electorate numerically to their present numbers".

Whilst Members of the District Council expressed individual views on the representations, it was felt that the Authority was not in a position to reach any balanced view as to the efficacy of the proposals and it was therefore decided to make no recommendations on these particular representations, but to submit them to the Boundary Commission for determination.

Similarly, requests for increased representation for the Parish Wards of Hockley East and West, and Hullbridge Riverside, are referred to the Commission for determination.

2. To consider the amendment of the boundary of the St. Andrew's Ward (Central) of the Parish of Rochford by extending in an easterly direction to include the Caretaker's house, Doggetts School, (at present located in the Roche Ward of the Parish of Rochford). At present these residents have to travel approximately two miles to vote in Roche Ward, whilst the school itself is a polling station for St. Andrew's (Central).

The District Council recommends approval of this proposal, to which no objections have been received.

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3. To amend the boundary between the Eastwood Ward of the Parish of Rochford and the Parish of Sutton to follow the natural line of "Prittla Brook". This will have the effect of transferring No. 35 and 35a Warwick Drive, Rochford, to the Eastwood Ward of the Parish of Rochford, in line with all of the other residential properties in Warwick Drive.

Again, no objections have been received to this proposal and the District Council recommends approval.

4. To amend the boundary of the West Ward in the Parish of Hockley by transferring property Nos. 1 and 2 The Gattens, Rayleigh, into the District Ward of Trinity, in line with all of the other properties contained within The Gattens, similarly no objections have been received and the District Council therefore recommends approval of this proposal.
5. To consider alternative proposals for;
  - a. The creation of two Councils for the unparished part of the Rochford District, and
  - b. A Parish for Rawreth.

The first suggestion proposes the creation of a Parish for the area of Downhall, Grange and Rawreth Wards of the District and the second to cover the remaining Rayleigh Wards.

The question of Parish status for Rayleigh has been the subject of consideration by the District Council on a number of occasions in the past and on each occasion has been stated that Rayleigh did not meet the Boundary Commission criteria for Parish Council status, and it was therefore extremely unlikely that any such proposals would meet with approval unless there were "very substantial reasons why Rayleigh should be treated as an exceptional case" and the Commission would also require "very considerable local support". Nevertheless the Council expressed the view that if it could be demonstrated that there was a genuine desire by the people of Rayleigh for Parish status, then the District Council would support it. Accordingly, an endeavour was made at that time, through public advertising and canvassing, to obtain an accurate measure of the views of Rayleigh residents. The results, in the opinion of the Council, did not demonstrate any real commitment to parish status for Rayleigh and it was therefore decided to take no further action.

However, in the light of the representations received in response to the draft proposals, the Council felt that there was at least a significant degree of support for two Parish Councils for Rayleigh and one for Rawreth. In deciding to support these proposals however, the Council drew attention to what it considered to be the true facts with regard to the establishment of Parish Councils.

ROCHFORD DISTRICT COUNCIL

PARISH REVIEW

Consequential Electoral Arrangements

If the Draft Recommendations submitted by the Council are approved by the Local Government Boundary Commission, the following amendments to District Ward Boundaries will need to be made:-

- i) the boundary of Rochford St. Andrews District Ward to be extended in an easterly direction to include the Caretaker's House, Doggetts School;
- ii) the boundary between Rochford Eastwood, and Barling and Sutton District Wards to be amended to follow the natural line of Prittle Brook to include Nos. 35 and 35a Warwick Drive within the Eastwood Ward of the Parish of Rochford;
- iii) the boundary of Hockley West District Ward to be amended to exclude Nos. 1 and 2 The Gattens, Rayleigh, which will then be within the District Ward of Trinity;

The following amendments to County Electoral Divisions would also have to be made in accordance with the above:-

- i) None
- ii) None
- iii) Numbers 1 and 2 The Gattens Ward cease to be in Rochford (West) County Electoral Division, but in Rayleigh (North) County Electoral Division together with the rest of the properties in that road.

Appended are extracts from the appropriate Ordnance Survey sheets indicating the proposed amendments outlined above.

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ROCHFORD DISTRICT COUNCIL

PARISH REVIEW

REPORT TO LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND

STATEMENT OF PROCEDURES

In the light of various requests from interested parties, it was decided to conduct a Parish Boundary Review within the District of Rochford. The procedures carried out by the Council were as follows:-

- 12th February 1985 - All Parish Council Clerks were informed of the intent to hold a review and invited to submit any comments and/or proposals. In the unparished part of the District, notification was given to the Rayleigh Consultative Committee, a body representing Rayleigh Ratepayers Association, Rayleigh Civic Society and Rayleigh Chamber of Trade.
- 31st July 1985 - All representations received from the Parishes were circulated to all Parish Clerks, to all Members of the District Council and to the Rayleigh Consultative Committee.
- 2nd August 1985 - Public Notice of the review was published in the local newspaper, the Evening Echo and all interested parties were invited to submit their representations in the usual way.
- 1st October 1985 - The District Council agreed to submit details of representations received to the Rochford Hundred Association of Local Councils in an endeavour to obtain a consensus view on proposed amendments to certain parish boundaries.
- 10th October 1985 - An article on the Boundary Review was published in the Council's "Rochford News", which was circulated to every household in the District, inviting further comments.
- 4th February 1986 - The Council considered a further report on suggested alterations to Parish and Ward boundaries and agreed to refer these to the Local Government Boundary Commission for determination,
- 12th February 1986 - Informal consultations were held with the Boundary Commission, followed by preparation of draft proposals, supporting maps etc.

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22nd July 1986 - Discussions on proposals between Officers of the District Council and the Boundary Commission when final submission details were agreed.

Appended to this statement are copies of all relevant Reports and Minutes of the District Council as follows:-

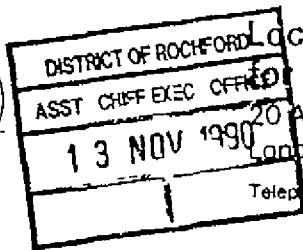
Appendix I - Policy and Resources Committee. Review of Parish  
24th September 1985 Electoral Arrangements. Minute No. 550/85

Appendix II - Policy and Resources Committee. Review of  
28th January 1986 Electoral Arrangements. Minute No. 27/86

Appendix III - Policy and Resources Committee. Review of  
23rd September 1986 Electoral Arrangements. Minute No. 429/86

Appendix IV - Policy and Resources Committee. Review of  
27th January 1987 Electoral Arrangements. Minute No. 17/87

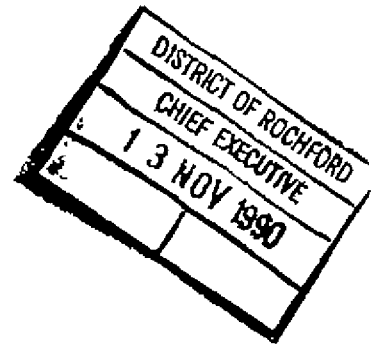
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Local Government Boundary Commission  
for England

20 Albert Embankment  
London SE1 7TJ

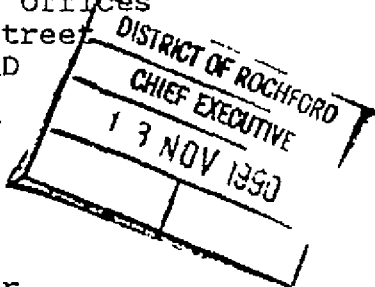
Telephone Direct Line 071 238 5009  
Switchboard 071 238 5000  
Fax 071-238 5216



Your Ref SJP/SAJ/LGC/G/15/11

Our Ref LGBC/G/15/11

The Chief Executive  
Rochford District Council  
Council Offices  
South Street  
ROCHFORD  
Essex  
SS4 1BW



9 November 1990

Dear Sir

**PARISH REVIEW: DISTRICT OF ROCHFORD**

**COMMISSION'S DRAFT MODIFICATION**

1. The Commission has considered your Council's review report. It has decided to endorse the recommendations made in respect of the parish of Hockley and the unparished area of Rayleigh and the parishes of Rochford and Sutton, and for the creation of a new parish of Rawreth. However it has decided to make a draft modification to your Council's recommendation for the creation of two parishes within the presently unparished area of Rayleigh and, as explained below, to conduct its own review of the boundaries between the parishes of Hockley, Ashingdon and Hawkwell.

2. Although your Council argued that a significant degree of public support for parish status had now built up in Rayleigh, the Commission noted that only a relatively small proportion of the population had actively supported the creation of one or more parishes and that there was no evidence of more widespread public support for the proposal. The Commission also took the view that Rayleigh appeared to be a single community and that there was no case for dividing it, and it felt that your Council's recommendation may have been influenced by a desire to

produce a scheme closer to the Department of the Environment guidelines on parish population limits rather than to reflect the pattern of community life. The Commission did not consider that, in the absence of substantial local support, there was justification for recommending one parish for the whole of Rayleigh, which would be well in excess of DOE guidelines on parish size. The Commission therefore decided to issue a draft modification to your Council's recommendation to leave Rayleigh unparished.

#### OTHER ISSUES

3. The Commission had reservations about your Council's recommendations to make no proposals for changes to the parish boundaries of Hockley and Ashingdon, Ashingdon and Hawkwell, and Hockley and Hawkwell. It felt that suggestions made by Hockley Parish Council and Hockley Ratepayers Association for the transfer of residential development round Malvern Road, Harrogate Drive, and Greensward Lane from Ashingdon to Hockley; by Ashingdon Parish Council for the transfer of residential development stretching from Central Avenue and Lascelles Gardens up to The Chase from Hawkwell Ashingdon; and by Hockley Parish Council for the alignment of part of the boundary between the two parishes along White Hart Lane all had merit. The Commission therefore intends, after it has reported to the Secretary of State for the Environment on your Council's review, to conduct its own partial review of the boundaries between the parishes of Hockley and Ashingdon, Ashingdon and Hawkwell, and Hockley and Hawkwell.

#### CONSULTATION AND PUBLICITY

4. Section 60(4) of the Local Government Act 1972 requires the Commission to secure that persons who may be interested in any modification to the proposals recommended by a district council are informed of it, and of the place or places where it can be inspected; to deposit copies of draft modifications at the offices of the principal council for inspection over a specified period and to take into consideration any representations made to them within that period.

5. The District Council is accordingly asked to place on deposit for inspection at its office for a period of eight weeks a copy of this letter, together with a copy of the Council's parish review report, and to arrange at the earliest opportunity for publication of a notice in the form of Annex A (suitably completed) for two successive weeks in appropriate local newspapers.

It appears to the Commission that adequate publicity in the areas concerned will be given if the notices are published in the Evening Echo and the Southend Standard Recorder. If, however, your Council considers that additional or different newspapers would be more appropriate, please let the Commission know. As soon as the notice has been published for the second time, a cutting of each insertion should be sent to the Commission with a note of the name of the newspapers in

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which it was published and the date of publication. The Commission will reimburse the cost of these insertions on receipt of your Council's invoice. Your Council is also asked to place a copy of the notice on display at places where public notices are customarily displayed.

6. Copies of this letter are being sent to Essex County Council, the parish councils in the district, the Member of Parliament for the constituency concerned and the headquarters of the main political parties. Copies have also been sent to the local radio station, editors of the local newspapers circulating in the area and the local government press.

#### **COMMENTS ON DRAFT MODIFICATION**

7. As the text of the public notice indicates, the Commission invites comments on its draft modification (but not, at this stage, on the further review it intends to conduct). Anyone wishing to make comments is asked to bear the following points in mind:

(a) it is helpful to the Commission to have the reasons why its draft modification is either being supported or opposed;

(b) if anyone wishes to support or oppose the draft modification for reasons already known to the Commission, or simply to reiterate views already submitted, it will be sufficient to refer the Commission to the earlier correspondence - though additional supporting material can of course be included in the letter; otherwise the letter should itself contain a fully reasoned argument;

(c) if comments involve amended or alternative boundaries these should be illustrated by a map or diagram, if possible.

#### **RE-ASSESSMENT OF DRAFT MODIFICATION**

8. The Commission will re-assess its draft modification in the light of all the written representations it receives on which it will, if need be, seek the views of the local authorities involved by way of further consultation. If it finds that it then has sufficient information to reach a conclusion it will formulate its final proposals which will be forwarded to the Secretary of State for the Environment. If it considers that additional consultations are required, it may arrange for a local meeting to be held to discuss the draft modification. In that event it will arrangement for all the relevant representations about the draft modification to be placed on deposit for inspection at the District Council's offices.

#### **CLOSING DATE FOR COMMENTS**

9. The Commission ask that all comments should be forwarded to it at the above address as soon as possible and in any case not later than 9 January 1991.

ENQUIRIES

10. Any enquiries about this letter should be addressed to Miss M :  
Kearney on 071-238 5068.

Yours faithfully



S T GARRISH  
Secretary

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LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND

PARISH BOUNDARY REVIEW: DISTRICT OF ROCHFORD

MODIFICATION TO DISTRICT COUNCIL'S RECOMMENDATIONS

NOTICE IS GIVEN that following consideration of Rochford District Council's report on its review of the parish pattern in the district, the Local Government Boundary Commission proposes to modify the Council's recommendations by deleting the creation of parishes in the unparished area of Rayleigh before reporting to the Secretary of State for the Environment.

Copies of the Commission's letter explaining its draft modification can be inspected during office hours at the offices of Rochford District Council.

[Please insert office address]

Copies of the letter can also be obtained from the Commission at the following address, quoting the file reference given below. The letter also explains that, at a later stage, the Commission intends itself to review the boundaries of Hockley, Ashingdon and Hawkwell but comments will be invited on that separately.

Comments on the Commission's draft modification are invited now and should be made in writing (quoting file reference LGBC/G/15/11) direct to

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The Secretary

Local Government Boundary Commission for England

Room 122

20 Albert Embankment

LONDON

SE1 7TJ

so as to arrive not later than 9 January 1991.

S T GARRISH

Secretary

Local Government Boundary Commission

9 November 1990

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ROCHFORD DISTRICT COUNCIL

POLICY AND RESOURCES COMMITTEE 4TH DECEMBER 1990

REPORT OF THE CHIEF HOUSING MANAGER

AREA SERVICE POINTS (MINUTE 436/90)

Introduction

At the resumed meeting of the Policy and Resources Committee held 19th July 1990 it was recommended ..

(2) that a working party of Members and Officers be established to consider in detail the proposals for Area Service points and to report thereon and that one Member be nominated by each Group for that purpose notwithstanding the requirements regarding the pro-rata allocation of seats.

(3) that the Parish Councils be consulted on the project.

(4) that the views and opinions of the various Churches, Health Authority, Police and County Council be sought.

(5) that the participation of the above mentioned groups be sought in the provision of the Area Service Points.

Taking this minute as its brief, the proposed working party was established under the Chairmanship of the Chief Housing Manager. Meetings were held on 6th September, 3rd October and 14th November 1990.

Initial Action

Prior to the first meeting of the working party the letters shown at Appendix 1 were sent. The Parish Councils did not meet during August but the timing of the letter ensured the matter was considered at the first possible meetings held after the summer recess.

The responses received were extremely encouraging. The Gas and Electricity Boards, for sound commercial reasons, wished to encourage their customers to make use of their showrooms for information about their products. All other agencies were only too keen to support the venture. Literature, leaflets and promises of 'guest appearances' were abundant. (The replies are available in a folder in the Members Lounge)

Special Areas of Study

1. The Sites: The original report specified four centres of population that could be targeted for Area Service Points, Hawkwell, Hockley, Hullbridge and Great Wakering. As each of the

Parish Council responses was received the Head of Environmental Services inspected the suggested location(s) and reported thereon. His reports are contained in Appendix II.

The locations suggested, as set out below, were in the main quite suitable. Problem areas which arose are also mentioned

1.1 Great Wakering As no direct bus link connects Great Wakering with Rochford the village was identified as an area for high priority. The Parish Council had offered their parish rooms without charge and had suggested Thursday as the best day for the opening of the Service Point. The suggested time of 10 am to 2pm was felt to be suitable

The parish rooms presented an access problem and a ramp suitable for use by disabled persons would be necessary.

1.2 Hullbridge: This is also relatively isolated and has a large elderly population. The parish does not own any suitable rooms for a Service Point. However, the Community Centre quite suitable and indeed is used by the Citizens Advice Bureau. Friday would be the best day and a cost of £12 per week was indicated by the centre manageress.

1.3 Hawkwell: Due to its proximity to Rochford the working party did not attach as much priority to Hawkwell. Two locations were suggested to the east and west of the parish. Both had been offered without charge.

1.4 Hockley: Relatively good communications to both Rayleigh and Rochford were enjoyed. The location offered by the Parish Council for Monday mornings would be charged at £14 per session. The working party felt this charge would lead to other parishes reconsidering their offers. This parish was given low priority.

2. Manpower The working party considered the presentation of the Chief Housing Manager and discussed a research paper from INLOGOV which analysed the response of the public to local government services. These findings showed that the public valued helpful and sympathetic staff and the same person dealing with their problem. It was accepted that no part of the Council's service contained staff who could be released every week to man the Area Service Points.

In order to ensure full cover of the Service Points it was agreed two part time staff should be recruited.

3. Rayleigh Civic Suite The Chief Housing Manager presented a brief report on the Civic Suite. (Attached Appendix III). After considering this report the working party agreed:

3.1 High priority should be given to the provision of signs, nameplates and internal directions for the Civic Suite.

3.2 A similar exercise to identify needs in Rochford should be

undertaken.

3.3 Saturday morning opening should be considered should the other Area Service Points prove successful.

3.4 The cost of upgrading the reception area would be in the order of £15/20,000. Such expenditure could not be recommended at this stage.

Later discussions centred on the type of signs to be used. There are a number of British Standard signs which are mass produced and therefore cheaper than purpose made signs.

For this reason and because visitors to our district will not necessarily understand the term 'Area Service Point' it was agreed the signs should indicate the 'Council Offices' with the international sign for information - 'i' - if possible.

4. Rayleigh Cash Office: The Treasurer presented a comprehensive report on the re-opening of the cash office at Civic Suite. (Appendix IV) The working party concurred with the conclusions reached which were based on the economics of the proposal.

In summary, it was reported that to bring the cash office to an acceptable standard of security would cost £23,200 plus fees and costs for new cashiering equipment. A total of £38,100 would be required.

In addition, annual revenue costs of £9,700 were identified, giving a cost per hour of service provision of £37.31.

In consequence the Treasurer advised that the cost per transaction would substantially exceed the current cost of .36p.

The working party recommended against further action.

#### 5. Other Topics

5.1 Customer Response: The working party felt that the level of use should be monitored and considered before any substantial investment is made. Any scheme introduced would be on the basis that if it is used to an unacceptably low level, it should be withdrawn.

5.2 Information Technology. The working party considered the verbal presentation of the Head of Computer Services and Audit. The investment required and likely benefits of providing computer links made this an unworkable proposition at this stage.

5.3 Telephones. In the main it was felt customers' enquiries would be dealt with on site or by written referral to the appropriate department. However, it would be inevitable that telephone contact with the main offices would be necessary. The working party felt that use of parish council telephones would

create difficulties and that a separate line provision would be expensive if the Service Point was discontinued. A mobile telephone was therefore proposed.

5.4 Equipment, Tools and Materials. It is inevitable that as the establishment of the Service Points continues, provision must be made for stationery, sundries etc. The working party concluded stationery should be as used by the Council with dedicated stationery being purchased only after the success of the Service Points was secured.

5.5 Publicity. Emphasis was placed on the importance of publicising the Area Service Points.

5.6 Monitoring. Customer contact is the best way of measuring the achievements of the Service Points. Records of all contact made and regular reporting thereon will be essential.

6. Summary. The working party was mindful of the need for costs to be closely controlled. All recommendations made have been phrased to thereby prioritise expenditure to those areas where they felt it would have the greatest impact. Members will wish to decide how many of the recommendations can be implemented, dependent upon the amount of money available and the progressive achievement of the objectives.

#### 7. Order of Priority:

(All prices given are estimated. A contingency of 15% is recommended.)

#### FIRST PRIORITY

Provision of direction signs for Rayleigh and Rochford - (5 in each location @ £160 per item). Signs and notices for Rayleigh Civic Suite (£400). Sign for South Street Rochford (£500).

First Priority Costs:	Non recurring costs	2,500
	Annual Costs	Zero

---

#### SECOND PRIORITY

Area Service Point at Great Wakering open Thursdays 10 am to 2 pm.

Second Priority Costs:	Non recurring.	
	Mobile Telephone	500
	Ramp	900
	Sign	160
	Total	1,560

Annual Costs	
Staff	2,000
Telephone Calls	200
Sundries	200
Total	2,400

Area Service Point at Hullbridge open Fridays 10 am to 2 pm

Second Priority Costs.	Non recurring costs	
	Sign	160
	Annual Costs	
	Rent	624
	Staff	2,000
	Sundries	200
	Telephone calls	200
TOTAL COSTS SECOND PRIORITY		7,144

### THIRD PRIORITY

Service Point Hawkwell open Wednesdays 10 am to 2 pm

Third Priority Costs.	Non recurring costs:	
	Sign	200
	Annual Costs	
	Staff	2,000
	Sundries	200
	Telephone calls	200

Service Point Hockley open Mondays 10 am to 2 pm

	Non recurring costs.	
	Sign	200
	Annual Costs	
	Staff	2,000
	Sundries	200
	Rent (negotiated?)	728
	Telephone calls	200
TOTAL COSTS THIRD PRIORITY		5,928

### FOURTH PRIORITY

Rayleigh office opening on Saturday 10 am to 12 noon

Annual costs	1,500
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RECOMMENDED That in implementing the introduction of Ar Service Points the Policy and Resources Committee determine which of the priorities given should be acted upon.

Acknowledgements. The Chief Housing Manager acknowledges the support given by Councillors Mrs. Christie, Bellman, Skinner and Mrs. Hutchings, the Treasurer, Head of Environmental Services, Head of Computer Services and Audit and his own secretary.



# ROCHFORD DISTRICT COUNCIL

DAVID ELLIS M1H  
Chief Housing Manager



COUNCIL OFFICES  
SOUTH STREET  
ROCHFORD  
ESSEX  
SS4 1BW  
TEL (0702) 546366  
FAX (0702) 545737

My Ref DE/AK.  
Your Ref  
Extension 3700.

26th July, 1990.

Dear

## Area Service Points

Rochford District Council has agreed to investigate the possibility of providing Area Service Points. The object of these is to provide Officers in the larger Parishes each week who will be available for local residents who wish to make enquiries about Council services. (The enclosed report gives a fuller explanation).

There is no reason why the services should not be extended at some time in the future or targetted to areas where a major issue of great local concern has arisen.

The working party would welcome your general views on this proposal and specifically

- 1) Can you suggest a venue for the service point
- 2) Is there any information about your Parish services you would like made available.

An early reply to this letter would be appreciated.

Yours sincerely,

Chief Housing Manager.

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ROCHFORD DISTRICT COUNCIL

DAVID ELLIS M I H  
Chief Housing Manager



COUNCIL OFFICE  
SOUTH STREET  
ROCHFORD  
ESSEX  
SS4 1BW  
TEL (0702) 546366  
FAX (0702) 545737

My Ref DE/AK  
Your Ref  
Extension 3700.

26th July 1990.

Dear

Area Service Points

Rochford District Council has agreed to investigate the possibility of providing Area Service points. The object of these is to provide officers in the larger Parishes each week who will be available for residents who wish to make enquiries about Council services. I enclose the report (which has been agreed by the Council) which gives a fuller explanation.

I would be grateful if you could raise this matter with your Parish Council and specifically:

- 1) Can you suggest an appropriate venue for the Area Service Point.
- 2) What information about your Parish services would you like displayed.
- 3) Have you any general points you would wish to be considered.

An early reply to this letter would be appreciated.

Yours sincerely,

Chief Housing Manager.

001757

## ROCHFORD DISTRICT COUNCIL

DAVID ELLIS MITH  
Chief Housing Manager



COUNCIL OFFICES  
SOUTH STREET  
ROCHFORD  
ESSEX  
SS4 1BW  
TEL (0702) 546366  
FAX (0702) 545737

My Ref DE/AK

Your Ref

Extension 3700

18th September, 1990

Dear

Area Service Points

Rochford District Council has agreed to investigate the possibility of providing Area Service points. The object of these is to provide information about Council services to those areas of population where currently there are no Council officers. (The attached Report gives a fuller explanation)

Provision of community services does not end with the District Council. Health, Social Services, Police, public utilities and voluntary organisations all have their part to play.

Consequently I am seeking your views of two points:

- 1) Would you be able to provide information on your services that could be displayed at the area service points
- 2) Would you be interested in making occasional "guest appearances" at the Service points to promote your own activities.

I am hoping to establish the Area Service Points in the very near future. An early reply to this letter would therefore be most helpful.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'DE' followed by a stylized flourish.

Chief Housing Manager.

001758

CIRCULATION LIST.

Memo (A)

D.Ellis. Mrs.S.Ebbs. R.Crofts. G.Harwood  
J.Rood.

Cllr. D.Flack, Cllr. A.Harvey. Cllr. S.Skinner  
Cllr. R.Vingoe.

Management Team ( 3 for info)

Letter (B)

To Parish Clerks Hawkwell, Hockley, Hullbridge  
and Great Wakering.

c.c. All at (A)

Letter (C)

To Parish Clerks Ashington, Canewdon, Roach  
Group, Rochford, Stambridge, Sutton

c.c. All at (A)

Letter (D)

To Southend Health Authority, Social Services,  
Essex County Council, Rayleigh Police, Eastern  
Electricity, North Thames Gas, Circa Leisure,  
Anglian Water Authority, Citizens Advice Bureaux,  
Dept of Social Security, E.C.C. Highways, Churches

c.c. All at (A) *Essex Water. Nat Rivers Auth*

001739

Site : HAWKWELL VILLAGE HALL  
MAIN ROAD, HAWKWELL

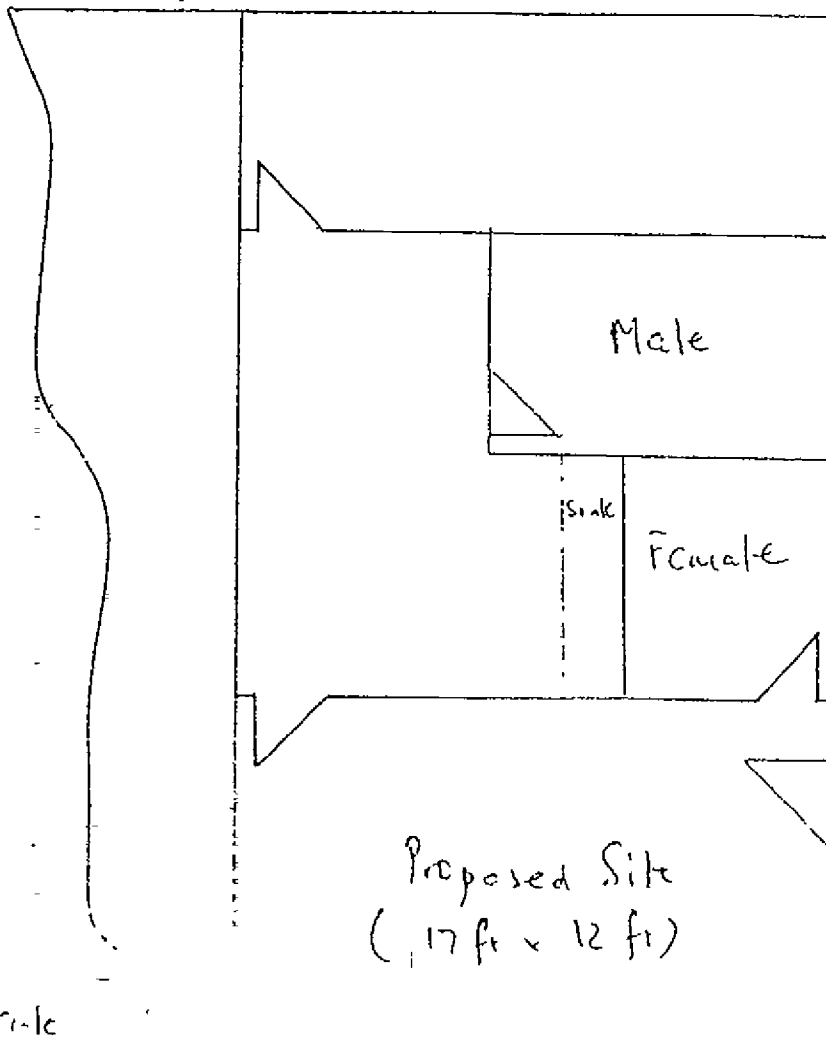
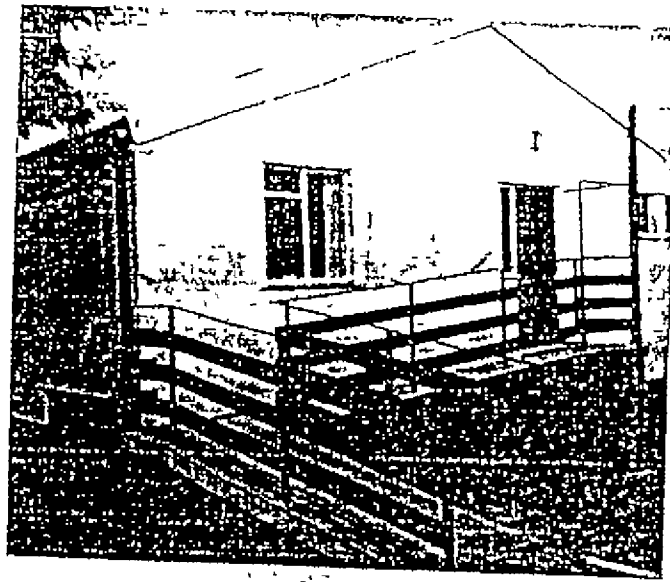
Recommended by : Hawkwell Parish Council

Date of Inspection : 1st October, 1990

General Description : Self contained annexe to village hall,  
with own side entrance.

1. Access : Ramped with handrail. No obvious  
problems for the elderly or the  
disabled.
2. Construction : Traditional, plain wood floor.
3. Ventilation : Natural
4. Lighting : Natural and artificial
5. Heating : Gas heater in room
6. Telephone : Possible link in with the Parish Council  
telephone in adjacent room
7. Arrangements for Waiting : No separate facilities outside  
of the annexe
8. Sanitary Accommodation : Immediately off the annexe
9. First Aid : None available
10. Drinking Water : At sink in next room
11. Electrics : Several socket outlets
12. Parking : Adequate around the hall
13. Equipment/Facilities available for use :  
Tables and chairs

001760



Not to scale

Ramped  
Access

001761

AREA SERVICE POINTS - LOCATION REPORT No 2

Site ASHINGTON AND EAST HAWKWEEL  
MEMORIAL HALL, ASHINGTON ROAD,  
ASHINGTON

Recommended by : Hawkwell Parish Council

Date of Inspection . 1st October, 1990

General Description : Committee Room at rear of  
public hall.

1. Access : Entered through the main entrance  
and hall. No obvious problems for  
the elderly or disabled.

2. Construction : Traditional, carpet on floor

3. Ventilation : Natural

4. Lighting : Natural and artificial

5. Heating : Electric ceiling mounted heaters

6. Telephone : Public call box only (in hall)

7. Arrangements for Waiting : Hall outside of Committee Room  
could be used for several  
visitors

8. Sanitary Accommodation . Self contained facilities

9. First Aid : None available

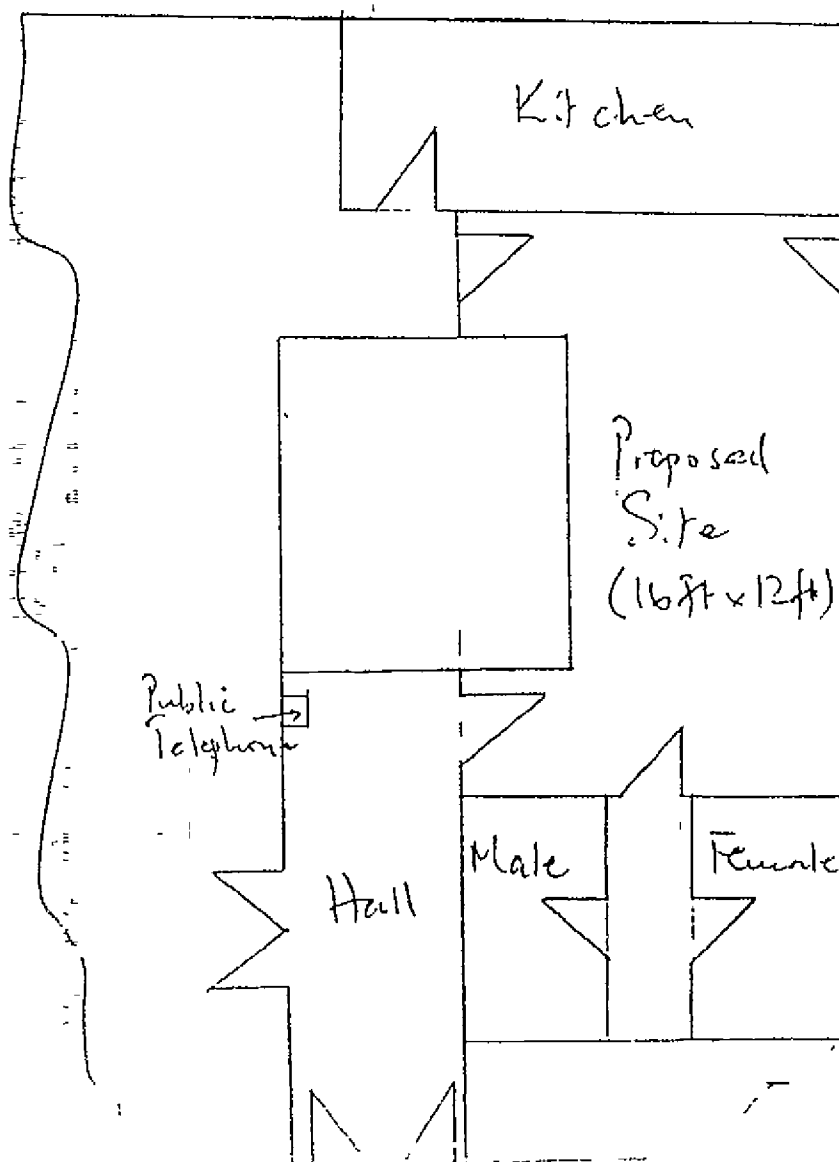
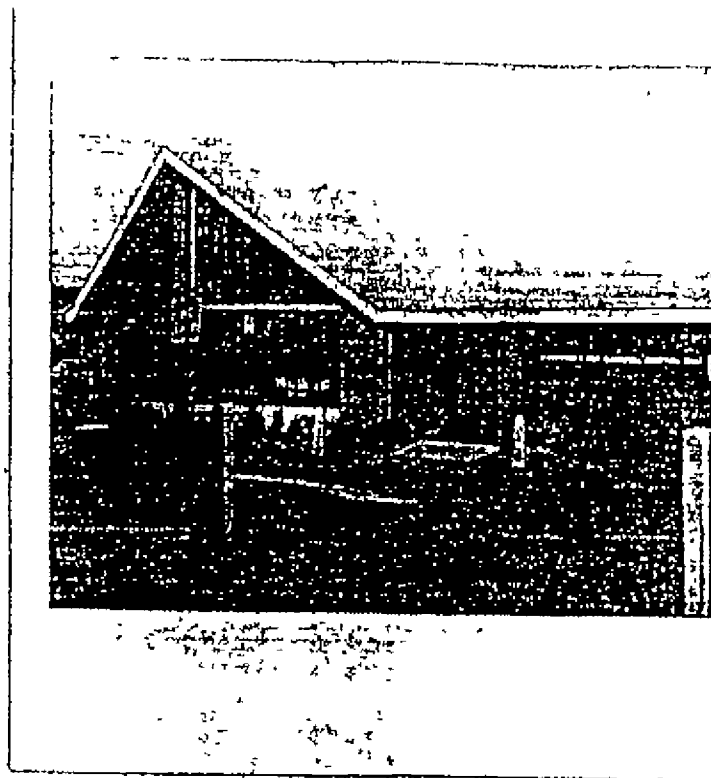
10. Drinking Water : In adjacent kitchen

11. Electrics : Several socket outlets

12. Parking : Adequate around the hall

13. Equipment/Facilities available for use :  
Tables and chairs

001762



NO. 10

001763



AREA SERVICE POINTS - LOCATION REPORT No 3

Site : GREAT WAKERING PARISH OFFICES  
LITTLE WAKERING HALL LANE  
GREAT WAKERING

Recommended by : Great Woking Parish Council

Date of Inspection : 2nd October, 1990

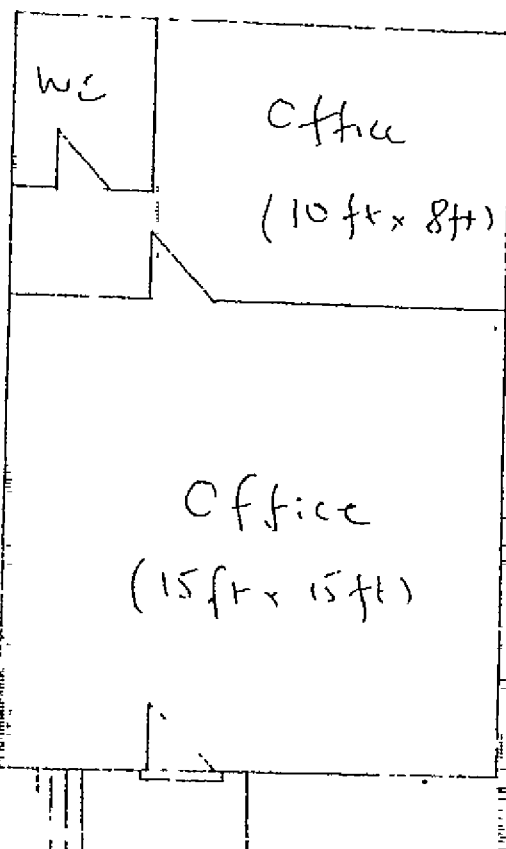
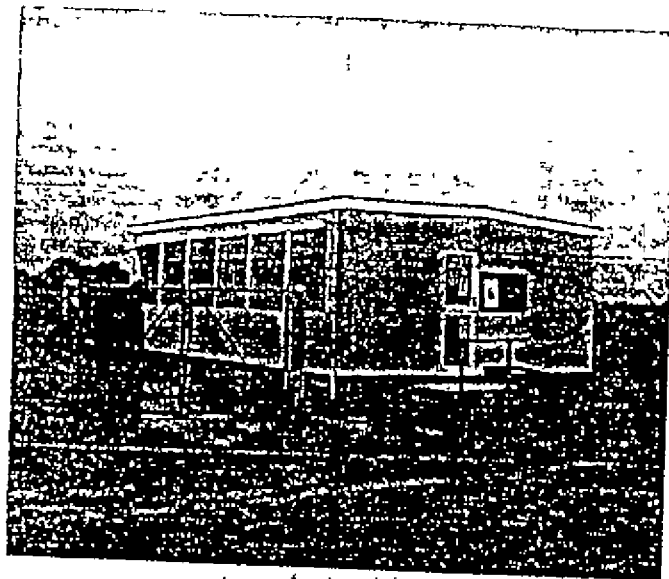
General Description : Two offices

1. Access : Entered off surfaced lane a short distance from the High Street. Potentially difficult access for the disabled or elderly clients because of steps (3 @ 8", 1 @ 3") into the offices. No handrail to section with three steps.
2. Construction: Timber frame building, carpet on floor
3. Ventilation : Natural
4. Lighting : Natural and artificial
5. Heating : Electric units
6. Telephone : Parish Council telephone
7. Arrangements for Waiting : Two adjacent offices available but sound proofing poor.
8. Sanitary Accommodation : Male and female share
9. First Aid : Small kit available
10. Drinking Water : Available
11. Electrics : Several socket outlets
12. Parking : Along lane outside
13. Equipment/Facilities available for use :

Tables, chairs and desks

Sign - Access from High St -

001764



Not to Scale

001755

AREA SERVICE POINTS - LOCATION REPORT No. 4

Site : HOCKLEY PARISH HALL,  
"THE OLD FIRE STATION"  
SOUTHEND ROAD, HOCKLEY

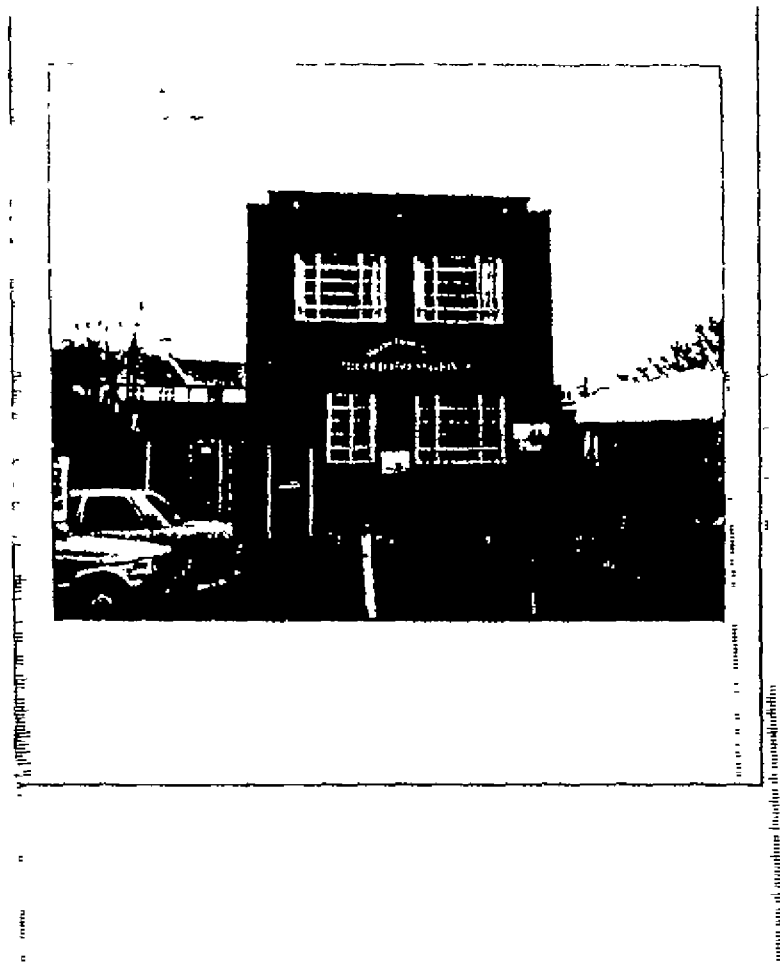
Recommended by : Hockley Parish Council

Date of Inspection : 12th November, 1990

General Description : Committee room within village hall,  
with side entrance.

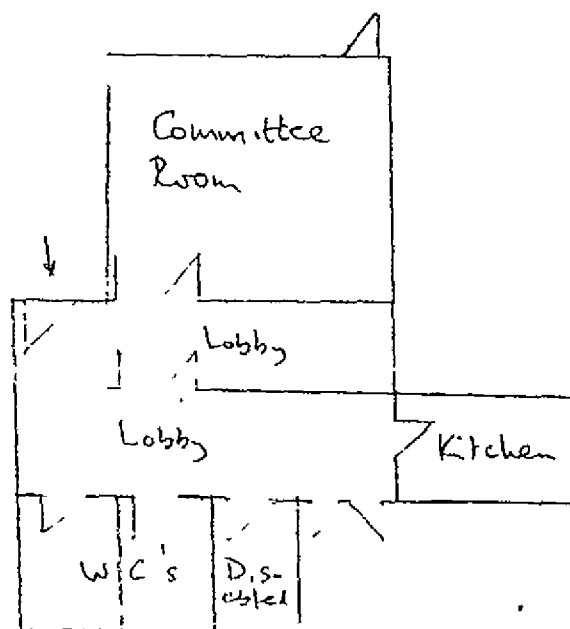
1. Access : No obvious problems for the elderly or disabled.
2. Construction : Traditional, thermoplastic tiled floor.
3. Ventilation : Natural
4. Lighting : Natural and artificial
5. Heating : Wet central heating system by radiators
6. Telephone : Possible to install a line. Public pay telephone in adjacent lobby area
7. Arrangements for Waiting : Lobby outside of committee room.
8. Sanitary Accommodation : Off lobby outside of committee room. Separate disabled facilities.
9. First Aid : Available
10. Drinking Water : In kitchen close by.
11. Electrics : Several socket outlets
12. Parking : Limited at front of hall  
- Public pay car park close by.
13. Equipment/Facilities available for use  
Tables and chairs

001766



Southend Road

Not to scale

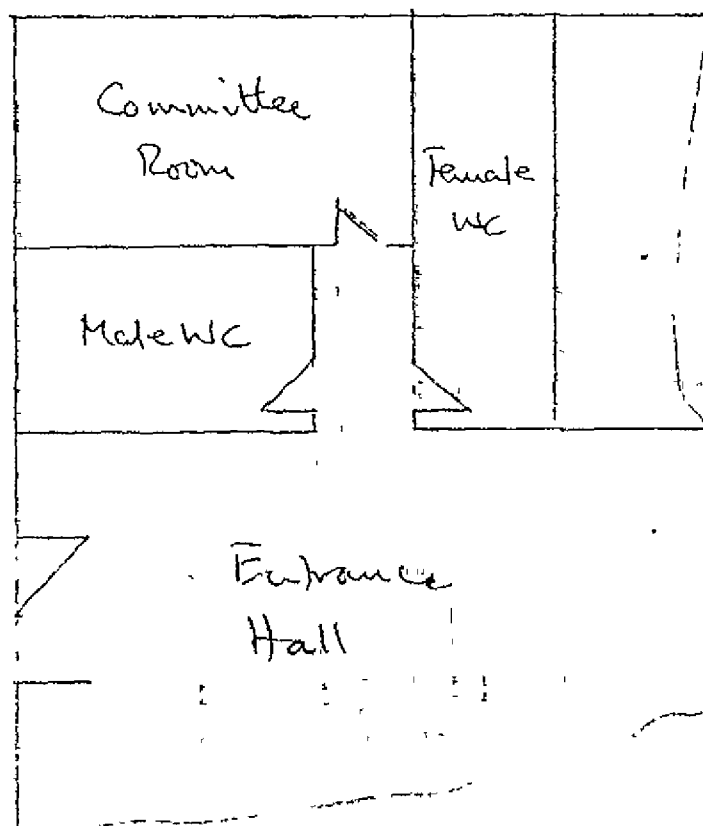
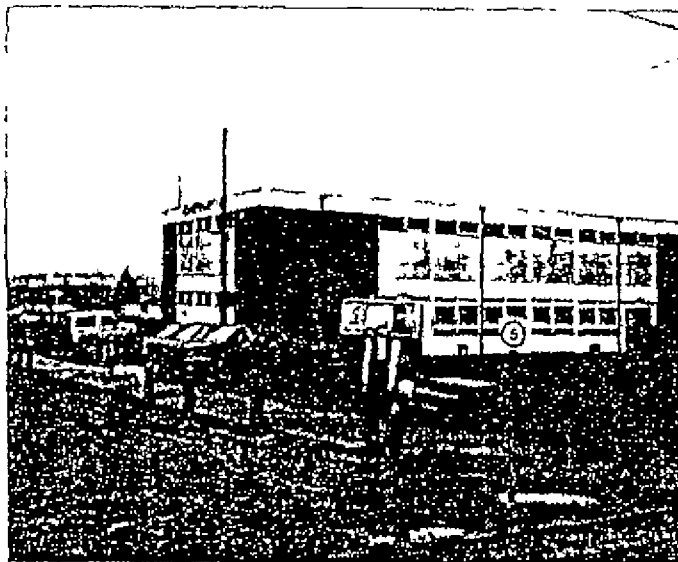


001767

# AREA SERVICE POINTS - LOCATION REPORT No 5

Site	HULLBRIDGE COMMUNITY CENTRE POOLES LANE, HULLBRIDGE
Recommended by	Hullbridge Parish Council
Date of Inspection	12th November, 1990
General Description :	Committee Room within public hall.
1. Access :	Short distance paved walk from Pooles Lane. Entered through the main entrance and hall. Small step into building.
2. Construction :	Traditional, carpet on floor
3. Ventilation :	Natural
4. Lighting :	Natural and artificial
5. Heating :	Wet central heating system by radiators
6. Telephone :	Telephone point in committee room
7. Arrangements for Waiting :	Hall outside of Committee Room could be used for several visitors
8. Sanitary Accommodation :	Facilities outside of committee room.
9. First Aid :	Available
10. Drinking Water :	In kitchen close by
11. Electrics :	Several socket outlets
12. Parking :	Limited outside hall but free public car park next to hall.
13. Equipment/Facilities available for use :	Tables and chairs

001768



To Pooters Lane

Not to Scale

001769

AREA SERVICE POINTS WORKING PARTY 3RD OCTOBER 1990

REPORT OF THE CHIEF HOUSING MANAGER

CIVIC SUITE INFORMATION POINT

At the last meeting of the Area Service Points Working Party, I agreed to undertake a study into the Civic Suite Information Point (Minute 006 refers)

Current Facilities

Opening Hours	Mon to Thurs.	8.30 - 1.00	2.00 - 5.00
	Fri.	8.30 - 1.00	2.00 - 4.30
	Sat. & Sun	Closed	

The point is staffed by one full time officer with a part time relief to cover holiday periods etc. The officer has one of the longest service records on the Council and displays a broad knowledge of all the Council's services.

The building is entirely suited to its environs, is ideally situated close to the market and in close proximity to the main shopping areas. There are generous car parking facilities available.

Problems Identified

1. Sign Posting: The only way a new resident or visitor to this district would find the Council offices is to ask. (Coincidentally the same is true for Rochford) One rather confusing signpost exists in the High Street detailing, inaccurately, the Dutch Cottage, Mill and Mill Hall. Visitors would be forgiven for believing the Rayleigh offices are a subsidiary of the C.A.B.
2. Identification - The imposing crest shows the building to have municipal connections (although it has confusing similarities to the 'by Royal Appointment' sign). However, without local knowledge, there is no indication that Council facilities are available or even which door to use.
3. Welcome. Having located the correct doors, visitors would still be forgiven if they believed the offices were closed for business. No signs show opening hours and the doors are kept in the shut position to avoid drafts.
4. Layout: Even when the visitor gains access it is still not clear where he/she should go, or even if the building is attended. Once he/she has passed the lobby area this does become apparent. The high counter is intimidating and the general ambience of the room is out of keeping with the current emphasis on customer care.

## Opening Hours

The working party have already identified the need for a Saturday morning provision in Rayleigh. This view is supported by the number of visitors to the short lived information kiosk. The daily averages for the six month period were as follows

Monday	24
Tuesday	23
Wednesday	33
Thursday	24
Friday	28
Saturday	41

(The information officer at Rayleigh agrees that Wednesday before 12.30 and Friday afternoon are the busiest times )

Wednesday is market day and the view was expressed that the offices should not be closed for lunch on that day. However, the traders cease selling at 12.30 pm and there is very little activity by 1.00 pm.

## RECOMMENDATIONS.

The working party should be mindful of the cost implications of its recommendations. However, the Chief Housing Manager believes that some action can be taken at relatively low cost.

1. Signposts, nameplates and internal direction signs. A similar exercise for Rochford would also be worthwhile.
2. With more expenditure an experimental Saturday morning opening could be achieved.
3. High expenditure for the provision of partitions, doors, screens, decorations etc., so creating a new image for the reception area. Guideline costs would be in the region of £15 - 20,000 extended if private interview facilities were introduced.



ROCHFORD DISTRICT COUNCILAREA SERVICE POINT WORKING PARTY - 3 OCTOBER 1990REPORT OF THE TREASUREREQUIPMENT AND WORKS REQUIRED FOR POSSIBLE RE-OPENING OF RAYLEIGH CASH OFFICECondition of existing "mothballed" Facilities

The office was closed for the collection of cash in 1985, and since that period has been used as a secure area for counting the coin collected from the authority's car parks. This operation is undertaken three times a week on an efficient, but noisy, automatic sorting and bagging machine. The bulk coinage is stored in the safe, which remains from the period when the cash office was operational.

The office is also used to store spare car park ticket machinery and equipment.

A preliminary survey by the authority's architects indicates that considerable work will be required to bring the office up to an acceptable standard for public cashiering, the estimated figure being £23,300 - see Annex A.

Maintenance of Car Park Coin Processing Operation

Providing that the cash office only remains open on Wednesday from 9a.m. to 2p.m., it would be possible to retain the coin counting equipment in the cash office. The car park collection times would be varied in order to dovetail into the use of the office as a cash payment facility.

Equipping new Cash Office

It will be necessary to provide cashiering equipment compatible with that used at the Rochford cash office. BIS Perthcrest have provided costed options based on a one-station cash office.

Option 1 - Stand alone System comprising DRS Processor, CRIS Software and one Terminal

The system would be completely independent from Rochford and would require daily manual transfer of transaction details to Rochford for cash reconciliation.

Equipment and software - £12,696

Annual licence maintenance and FM charge - £1,244 -

Option 2 - One Terminal linked via Modems and BT Line to DRS Cash Office Processor at Rochford

Equipment and software - £6,745  
Annual maintenance and FM charge - £2,000

Option 3 - Combination of Options 1 and 2, giving the most resilient system. BT Link to Rochford with back-up DRS Processor at Rayleigh for use in event of line failure

Equipment and software - £17,707  
Annual maintenance and FM charge - £3,469.

#### Favoured Option

The favoured option is number 2, because it replicates the system successfully used when the Rayleigh cash office was last operational. It is also the most cost effective option.

#### Security Collection of Cash

Cash collection could be integrated with the collection of car parking income.

#### Conclusions

As may be seen from Annex B to this report, there will be substantial costs incurred if this facility is provided.

By providing only one cashier, there would be times during the day when the cash point was unattended. This would lead to the "back in 5 minutes" type of notice being used, which is not in keeping with the professional image conveyed to the public at the Rochford office.

To provide for two cashiers would increase the cost of equipment and would also require additional staff resources.

In the time that the facility would be open, a competent cashier would be expected to process around 300 transactions. This would equate with a cost of 62p per transaction which is extremely expensive when compared with the Rochford cash office costs of 36p per transaction.

The principal reason for the closure of the Rayleigh cash office was lack of use by the public, where daily numbers of transactions were regularly less than 100. It is, therefore, unlikely that 300 persons would use the cash office, even on a Wednesday, and consequently the average cost of a transaction would increase accordingly.

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ANNEX A

Breakdown for Building Works required - Cash Office-

	£
New anti-bullet windows and associated works	1,800
Make good and re-hang existing security door	1,100
New lighting, power and computer point	1,800
New flooring	100
Upgrade alarm system to current standards - movement detectors - personal attack alarm	2,000
Provision of new counter - improve counter security	9,500
Mobile cash units for equipment (as per Rochford)	1,100
Make good and new decoration	1,200
Incidental works to reception area	500
Signs	400
Miscellaneous: Clocks, bins, pinboard	300
Contingency allowance	3,000
Fire extinguishers	200
Insurance during works	200
	<u>23,200</u>

ANNEX B

Capital Costs

£

(Annex A) Building works on former cash office	23,200
Main constructors' preliminary costs (estimate)	4,700
Design costs (estimate)	2,500
Architects' supervision costs (estimate)	<u>1,000</u>
	31,400
Cashiering equipment (Option 2)	<u>6,700</u>
Total capital cost	38,100
	=====

Annual Revenue Costs

£

Staffing (assume no additional staff)	NIL
Running expenses.	
Computer maintenance	2,000
Cash collection charges	600
Cost of capital	
Office (10 years)	5,300
Equipment (5 years)	<u>1,800</u>
Total annual cost	<u>9,700</u>
Cost per hour of service provision	<u>£37.31</u>

ROCHFORD DISTRICT COUNCIL

POLICY AND RESOURCES COMMITTEE - 4TH DECEMBER 1990

REPORT OF THE ASSISTANT CHIEF EXECUTIVE

ROCHFORD NEWS (Minute 602/90)  
ALTERNATIVE MEANS OF COMMUNICATION

Introduction

1. Following the Council's decision to discontinue publication of the Rochford News, Members requested a report upon alternative methods of communication with the public. The Assistant Chief Executive submitted an interim report (Minute 602/90), which Members considered and requested further information.

2. Background

Members will be aware that the first Rochford News was published in 1980, and since that time has undergone several changes in its format and publication arrangements. In its inception it had been hoped that it would be possible to attract sufficient advertising revenue to meet the total cost of publication and distribution. Unfortunately, there was a "revolution" in publishing terms in the early 80's which saw the introduction of many free newspapers which are now available. It is believed that the effects of these upon the Rochford News have been two-fold. Firstly, they have provided a more regular and widespread avenue of communication for local advertising, thus making the Rochford News less attractive to local business. Secondly, with the avalanche of newspaper and other printed matter which pours through the average household letterbox, it is believed, judging by the number of times residents claim never to have seen the Rochford News, that these are either thrown away without the person being aware of what they are, or they are not read because people are inundated by the written word.

3. What is Communication?

In considering what arrangements should replace the Rochford News, it is imperative that Members should identify what it is they wish to achieve:-

Cont/d .....

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- i) to inform the public,
- ii) to promote a favourable image of the Rockford District,
- iii) to promote a spirit of community within the District.

Members may also wish to add to these suggestions.

#### 4. What are the options?

First, Members must ask themselves if a quarterly publication is the best way to achieve the above objectives. Because of its infrequency it cannot provide "news" but can only convey static information or ongoing items of general interest.

Furthermore, because of the economic constraints, publication has been limited to in-house or news print tabloid formats, which are possibly counter-productive in image terms.

It would be wrong for new Members to be misled into thinking that the Rockford News was unsuccessful, for it is generally felt that in its early years it was well received in that it provided a vehicle to convey information, and to provide the Council with a "personality". As in any field of public relations or advertising, it is impossible to assess with any accuracy the true level of success of any venture because of the silent majority syndrome.

Nevertheless, there is now a feeling, and this is not peculiar to Rockford but is a conclusion that a number of authorities are now reaching, that the printed word in terms of media and public communications is becoming less effective, and several Councils are now discontinuing publication of civic newspapers.

A number of alternatives are being considered and subjected to trial, including promotional and/or locally produced videos for screening in public buildings, local radio, etc. At the present time these alternatives would appear to be costly, limited in their availability, and in the case of local radio, dependent upon outside agencies. Local newspapers are seen to have the major part to play in informing the public on "news" items, and can assist in the presentation of a Council's image. But perhaps most important of all is the role of Members and Officers and the Council as a whole. It is worthwhile considering these in a little more detail.

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(i) The Officer Role

Customer care, complaints procedures, consultation and generally positive responses in all areas are important. Officers must always be aware that the impression they create will be the public's perception of the Council.

(ii) The Members' Role

Less easily defined but equally important is the role of the Member, who generally has a much closer contact with the public than the officer or the media. Many Members consult on a regular basis; this was the subject of considerable discussion at the seminar held earlier in the year on the Members' Role. The improvement of communication skills for officers and Members could very much enhance this area of communication. It was suggested at the seminar that this public consultation was more important for Members than attending at Committee meetings, which should only be a means of achieving an end.

(iii) The Council Role

Council activities, policies and the general level of the standard of service provided reflects upon, and creates, a public impression of the authority. Civic activities, exhibitions, promotions, twinning, etc., all have a role to play in communication, so long as they are provided at an appropriate level. Many authorities regard the civic role as very much a public relations exercise, and possibly one of the most effective methods of attracting media attention. Similarly, an awareness and high profile positive approach on issues of public concern will raise the public's awareness of the Council, its effectiveness and thus its reputation within the community.

How does a person judge an area? By first impressions, the cleanliness of the streets and open spaces, standards of grass cutting, condition of public conveniences. These are all things with which the public can identify immediately and good standards here can only enhance an authority's reputation.

(iv) Area Service Points

Arising from consideration of the above, some thought should also be given to the value of the area service points, under discussion at the present time which, if implemented, could provide an invaluable avenue of communication, both in terms of officer contact and distribution of information. At the same time they would also, hopefully, engender the community spirit by taking the authority out into the District.

Cont/d ...

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## 5. The Civic Newspaper

It will be obvious from the tenor of this report that the resurrection of the Rochford News or a similar successor would not be recommended. The "economy" class publication every three or four months has little to offer in these times of hi-tec and glossy magazines, and even if sufficient resources were available for a better quality magazine, there are still some reservations as to its effectiveness. Furthermore, within the existing staffing resources there is no professional expertise in public relations, the responsibility relying entirely on individual officers producing their own articles. This is never a satisfactory position for, understandably, officers with full work-loads must make their first priority the job in hand, with public relations very much a second priority.

## 6. Conclusions

As in most things, there is rarely a straightforward solution, generally problems are resolved by approaching them from a number of directions. In paragraph 4 a series of "options" have been identified, but perhaps that is the wrong choice of word, for it is through a combination of these, rather than a single "option" that the most effective means of communication may be found.

### i) Publications

It is essential from time to time to provide information for public retention e.g. departmental responsibilities, emergency telephone numbers, Members details, etc. These should be produced on an annual basis in a "quality" format to be retained.

Other publications, again with the emphasis on quality (but not de-luxe) as required from time to time could be published and distributed in specific areas or localities of interest, rather than wholesale distribution to a largely disinterested public.

Information is also currently distributed through the Council's official guides, street plans, etc. Members will be aware that these have been considerably improved over the last two or three years and form part of the "welcome package" which is automatically sent to new residents of the District.

### ii) Press Release

The present press release system has been in operation for some time, and is generally regarded as "useful" by the media, and although take-up of items is limited, this is not unusual in comparison with other local authority arrangements. Nevertheless, it is felt that this area of activity might be

Cont/d ....

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improved, perhaps by identification of one officer to be responsible for preparation, in consultation with appropriate departmental officers, and despatch of press releases. Further, the establishment of more regular contacts with local media representatives. It is envisaged that this would require a degree of training for an appropriate officer.

iii) The Media

Following upon the issue of press releases, there should be a more positive encouragement of the media to include local authority items. The local press were asked to respond to a suggestion that they should "editorialise" on the lines of the local newspapers in our twin town of Haltern. There the local press provides a separate section or "supplement" for each of the towns or districts within its area, collecting together all items of interest, including local Council news, arts, sports, weddings, local advertising, etc. An encouraging response has been received from the Evening Echo, and a copy of the editor's reply is attached (Appendix I) for information, this is something which could, with considerable advantage, be pursued.

iv) Area Service Points

Strategically sited points within the District with appropriately trained staff, would provide invaluable avenues for contact and distribution of literature.

v) Parish Council and Other Representative Organisations

There are twelve parishes at present and numerous other representative organisations within the District, and a regular distribution of information, perhaps through the press release system, would widen the range of the Council's communications network.

vi) Council Members

The Members' role has been touched upon and is perhaps one of the most potentially effective means of communication, although individual Members might wish to consider whether they would like any specialised training or support service to assist them. Again, a revised press release system could provide sufficient background detail to enable Members to communicate with interested local constituents. The new system might take the form of Members' Briefing Notes which would collate and paraphrase all the main items of interest which had been the subject of consideration during a Committee cycle. These could then be made available to the press and media, and circulated through libraries, parishes, area service points, etc.

Cont/d ....

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vi) Council Officers

Similarly, officers are in constant contact with the public and the development of the customer care role has, and will continue, to enhance the Council's reputation as a caring authority. Perhaps the annual publications could seek to personalise some area of activity by identifying by name, and perhaps by photograph, individual contact officers.

This report may not appear to be as conclusive or straightforward as Members might have expected or wished, but in the absence of any clear guide lines, it has been prepared in the hope that it would embrace all of the problems, based on past and present experiences, and from them draw a number of conclusions and ideas for Members' consideration.

Recommended (1) That the officers prepare a draft format annual publication, together with details of costs.

(2) That a revised press release system be introduced incorporating a "Members' Briefing Notes" arrangements on the lines indicated in the report.

(3) That an officer within the establishment of the Assistant Chief Executive be designated as Press and Public Relations Advisor and that provision be made for suitable training facilities to be made available.

(4) That the officers explore further the "editorialising" arrangements within the Evening Echo.

(5) That the officers investigate the introduction of more positive and regular meetings with representatives of the local media.

(6) That consultations be undertaken with representatives of the Parish Councils and local representative organisations upon the introduction of distribution arrangements for District Council information.

(7) That the officers explore the possibility of providing communications training for Members and officers.

(8) That in the event that the introduction of Area Service Points be pursued that consideration be given to utilising these facilities for the distribution of information and publicity.

Background Papers: Min. 602/90, correspondence with the Evening Echo.

End.

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# Evening Echo

Echo Newspapers. Publishers of Evening Echo Thurrock Gazette and Standard Recorder (Southend & Basildon)

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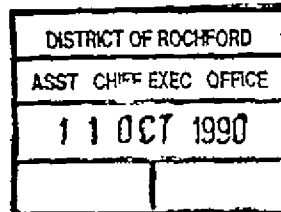
Your ref  
Our ref

JJW/ejp

Reply to,  
Extension

Basildon  
2300

Mr S J Peen  
Assistant Chief Executive  
Rochford District Council  
Council Offices  
South Street  
Rochford  
Essex



9 October 1990

Dear 

My conscience has been troubling me! Seriously, I am aware that, many weeks ago, I promised to return to you on the subject of communication with Rochford residents.

Within a day of receiving your original letter of July 30, I had a brief chat with our Managing Director. You see, there would be a considerable cost involved in our adding a special supplement to the Echo on certain days, for Rochford only, as well as press complication.

At present, we strike a size for each particular issue, a day ahead of publication. Then, within that pre-determined pagination, we change a number of the pages so that where there is a concentration of news/pictures from the western end of the area we cover (Basildon, Wickford, Billericay, etc) we replace with items more relevant to Southend, Rochford, Castle Point.

In time, it is my desire further to change so that we will have pages specifically for Rochford and Castle Point. The two geographical editions produced at present would become four, covering the four main local authority areas into which the Echo is delivered.

Time factors and distribution restrictions preclude this idea of four editions at the moment. The alternative would be as you suggest, to add a special section; and that is something we are now actively looking at. Possibly, on one particular day of each week, we might be able to add, say, an eight-page extra for Rochford total district (Rochford, Rayleigh, Hockley, Hawkwell, Hullbridge etc); but that is a very complicated and expensive project.

continued

Page Two

We would need to attract some funding, in the way of localised advertising, to help to defray the cost. However, I would very much welcome material for inclusion, editorially, from your Council. I have in mind such as times and places of all future committee/council meetings, the chairman's diary, maybe a "This month in council" summary of decisions written by yourself if you felt able to do so; plus additional localised reports we may be able to attract by a mailshot ahead of any such development of the Echo.

Quite obviously, we would wish at all times to retain our independence. While we would welcome news items and reports from the council (as well as any paid advertising, of course) we would want to be seen not as an official publication issued by the Local Authority, but a newspaper endeavouring to add to its own service to readers/advertisers while trying also to improve communications between council and people.

Clearly, your Council wishes to reach as many homes as possible. To achieve this, it might be that the Evening Echo Rochford Extra, while going out with the main paper in your district, could also be extracted and delivered to homes, free, for a few weeks, with a pointer to readers that, to ensure they regularly receive this informative publication, they must obtain the main Echo. This is a blunt way of increasing sales, of course, but the cost of endeavouring to cover the district in any other way, on a regular, all-households basis, is frighteningly restrictive.

None of the foregoing is a positive offer, I hasten to add; rather, it is a setting down of a number of thoughts that have been with me since first you raised this subject.

If any of this were to be taken further, there would of necessity have to be some detailed talks within our own organisation. What support might there be from your Council, in the way of material for publication at our own editorial discretion and in the way of advertisement expenditure (on the likes of leisure, public notices, official announcements)? When could we begin such a project? For how many weeks could Echo Newspapers afford to free-deliver to all homes, before the special edition became exclusively a part of the Echo on one evening per week? Would your Council supply us with a full list of organisations and societies in the total Rochford district, so that we could mailshot these to encourage the submitting to us of regular reports/news for inclusion in the Echo Rochford Extra?

continued

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Page Three

All this may not take either of us a great deal further forward, immediately, but I do hope you may consider it genuine food for thought.

I think it fair and honest to add that, while the Echo (and me, personally) are at times critical of Rochford Council, as with other councils, and while there naturally are elected members who may well be critical of the Echo, of me or of journalists, beyond all that there is a desire to communicate to the public at large. We here have that desire journalistically and also commercially, because, of course, our lifeblood is readership and subsequent advertisement revenue.

I trust these random thoughts may at least be of some positive help in your deliberations. When you have had opportunity to consider them, perhaps you would care to drop me a line or give me a ring and hopefully we can progress from there.

Yours sincerely

Jim Worsdale

Jim Worsdale  
Editor

CHAIRMAN

Lidia Bay

DATE

22.1.9,

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