

# Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,  
Colchester, CO1 1PJ  
Tuesday, 20 December 2016 at 18:00**

**The Cabinet** deals with the implementation of all Council services, putting into effect the policies agreed by Full Council and making recommendations to Full Council on policy issues and the budget.

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**COLCHESTER BOROUGH COUNCIL**  
**Cabinet**  
**Tuesday, 20 December 2016 at 18:00**

**Members:**

Leader and Chairman      Councillor Paul Smith (Liberal Democrats)  
                                    Councillor Tina Bourne (Labour)  
                                    Councillor Mark Cory (Liberal Democrats)  
                                    Councillor Annie Feltham (Liberal Democrats)  
                                    Councillor Dominic Graham (Liberal Democrats)  
                                    Councillor Mike Lilley (Labour)  
                                    Councillor Beverley Oxford (The Highwoods Group)  
                                    Councillor Tim Young (Labour)

**AGENDA - Part A**  
(open to the public including the press)

**Members of the public may wish to note that Agenda items 1 to 5 are normally brief.**

**1      Welcome and Announcements**

a)    The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.

(b)    At the Chairman's discretion, to announce information on:

- action in the event of an emergency;
- mobile phones switched to silent;
- the audio-recording of meetings;
- location of toilets;
- introduction of members of the meeting.

**2      Urgent Items**

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent, to give reasons for the urgency and to indicate where in the order of business the item will be considered.

**3      Declarations of Interest**

The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda. Councillors should consult Meetings General Procedure Rule 7 for full guidance on the registration and declaration of interests. However Councillors

may wish to note the following:-

- Where a Councillor has a disclosable pecuniary interest, other pecuniary interest or a non-pecuniary interest in any business of the authority and he/she is present at a meeting of the authority at which the business is considered, the Councillor must disclose to that meeting the existence and nature of that interest, whether or not such interest is registered on his/her register of Interests or if he/she has made a pending notification.
- If a Councillor has a disclosable pecuniary interest in a matter being considered at a meeting, he/she must not participate in any discussion or vote on the matter at the meeting. The Councillor must withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Where a Councillor has another pecuniary interest in a matter being considered at a meeting and where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Councillor's judgement of the public interest, the Councillor must disclose the existence and nature of the interest and withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Failure to comply with the arrangements regarding disclosable pecuniary interests without reasonable excuse is a criminal offence, with a penalty of up to £5,000 and disqualification from office for up to 5 years.

#### **4 Minutes**

To confirm as a correct record the minutes of the meeting on 30 November 2016.

**30-11-16**

7 - 20

#### **5 Have Your Say!**

a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter relating to the terms of reference of the Committee/Panel not on this agenda. You should indicate your wish to speak at this point if your name has not been noted by Council staff.

(b) The Chairman to invite contributions from members of the public who wish to Have Your Say! on a general matter relating to the terms of reference of the Committee/Panel not on this agenda.

- 6 **Call-In Procedure**  
To consider any items referred by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.
- 7 **Waste and Sustainability**
- 7(i) **Colchester Waste Collection Strategy** 21 - 54  
See report by the Chief Operating Officer
- 8 **Culture and Regeneration**
- 8(i) **Colchester and Ipswich Museums Application to the Arts Council England (ACE) National Portfolio Investment Programme (NPO) 2018/19 - 2021/22** 55 - 58  
See report by the Head of Community Services
- 9 **Resources**
- 9(i) **Asset Management Strategy 2016-2021** 59 - 84  
See recommendation in minute 130 of the Trading Board meeting of 23 November 2016.
- 10 **General**
- 10(i) **Calendar of Meetings 2017-2018** 85 - 92  
See report by the Assistant Chief Executive
- 11 **Exclusion of the Public (Cabinet)**  
In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

## Part B

(not open to the public including the press)

<p style="text-align: center;"><b>CABINET</b> <b>30 November 2016</b></p>
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*Present:* - Councillor Smith (Chairman)  
Councillors Bourne, Cory, Feltham, Graham, Lilley, B. Oxford and T. Young (items at minutes 115-117 only)

*Also in attendance:* - Councillors Chillingworth, Coleman, Cope, Davies, Hazell, G. Oxford and Willetts

### **115. Minutes**

*RESOLVED* that the minutes of the meeting held on 12 October 2016 be confirmed as a correct record.

### **116. Have Your Say!**

Lee Parker addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to explain his concern about the way that the eviction of his family from their emergency accommodation had been handled. This had caused great distress to his family. Despite assurances, he had still not been granted access to the property to recover possessions and this was also having an impact on his family. He was disappointed by the response of Councillors he had contacted about his concerns.

Councillor Bourne, Portfolio Holder for Housing and Public Protection, explained that Mr Parker had appealed against the decision of Colchester Borough Homes that he had made himself intentionally homeless, but that the decision had been upheld by the County Court. His concerns about the conduct of the eviction needed to be made to the County Court, who would consider it under their complaints procedure.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, explained that he corresponded with Mr Parker about his concerns.

Honey and Bluebelle Parker addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to explain the impact of the eviction on their family. Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, thanked Honey and Bluebelle for addressing Cabinet.

Mark Goacher addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to ask whether the Council used glyphosates and if so whether it had explored alternatives. There was some concern that they were a carcinogen and Holland and Sweden had restricted their use in view of these concerns.

Councillor Feltham, Portfolio Holder for Business, Leisure and Opportunities, explained that the Council did use a limited amount of glyphosates in the Castle Park and on pavements. It was seeking to reduce this to the absolute minimum. It had looked at

alternatives but had to balance its commitment to a sustainable and green agenda with its financial resources.

### **117. Establishment of the North Essex Garden Communities Local Delivery Vehicles and Funding Requirements**

The Strategic Director, Commercial and Place, Section 151 Officer and Monitoring Officer submitted a report a copy of which had been circulated to each Member.

Councillor Peter Chillingworth attended and with the consent of the Chairman addressed the Cabinet. He noted the scale of the Garden Communities project. The concept was untested in this era and he was concerned that the Government was effectively trialing the concept in North Essex. Seeking to deliver two Garden Communities within the borough was likely to stretch the Council to the limit. In terms of the proposed West Tey development the development would be premature as the essential infrastructure would not be in place by 2033. For instance, the funding for the dualing of the A120 had not yet been allocated and a major upgrade of the railway network was required and it was not clear when this would be delivered. He believed that the Colchester/Braintree border settlement should not proceed and other options be explored.

Rosie Pearson of CAUSE addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to express her concerns about the creation of two new Garden Communities. These were enormous and complex projects and a small change in the assumptions on which they were based could have huge consequences. Taxpayers would bear most of the risks involved but with little reward, which would mostly go to landowners and developers. Concern was also expressed about the lack of public involvement or representation on the Local Delivery Vehicles. The Council needed to consider very carefully and look at the proposals and modelling in detail, before proceeding.

John Akker of Stop 350, addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to express his concern about development in the borough. The proposed development of 350 homes in West Mersea had led to many objections to draft Local Plan, and the Council need to reflect on its mandate. The Garden Communities were a high risk project, especially given the economic uncertainties and the consequences of the vote to leave the European Union. To consider the delivery of two Garden Communities was particularly risky. The Council should consider and take further advice.

Councillor Alan Walker, Chairman of Marks Tey Parish Council, addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). He believed that the issue needed a wider debate and should be considered by Full Council. The process needed to be apolitical in order to succeed and therefore backing from Full Council was critical. There were critical weaknesses in the report before Cabinet which would hamper delivery and expose the Council to risk. The report failed to look at alternative options for delivery of development. For example Ebbsfleet had set up a development corporation in order to deliver a similar community.

Ian Vipond, Strategic Director, made a presentation to the Cabinet setting out the



challenges faced by the Council and how Garden Communities could help the Council meet them. He highlighted the Garden Community principles and set out the governance and funding arrangements for the Local Delivery Vehicles. He stressed that the decisions the Cabinet were being invited to make were about the mechanisms to bring forward Garden Communities and were not related to site specific considerations.

Councillor Smith, Leader of the Council and Portfolio for Strategy, explained that there was a clear need for more housing in the borough. In the past development had failed Colchester in that the necessary infrastructure to support housing and population growth had not been delivered. Therefore a different approach was necessary. One of the key aspects of Garden Communities was that the infrastructure was developed first. Whilst it was acknowledged that there were risks involved, there were also considerable benefits. There would be greater risks in not proceeding and allowing developers to lead on the provision of housing development. This involved a collaborative approach with landowners and developers. The option of proceeding through a development corporation had been looked at, but the membership of development corporations were appointed by central government and so there was less local accountability.

It was important to progress in a non- partisan way and the proposals would be referred to Full Council to debate. The proposals had received unanimous support at Braintree and Tendring.

As part of the project, an Independent Peer Review had been commissioned and had commenced. The review was being led by Lord Kerslake and the results were due in December and would be made public. The findings would be carefully considered as the project progressed.

Other Cabinet members also indicated their support for the proposals and highlighted that the Garden Communities had been in both the Liberal Democrat and Labour manifestos so the administration had a clear mandate to proceed. This was an excellent example of partnership working and the four authorities would work together to get the best possible deal for their residents.

*RESOLVED* that:-

(a) The external legal advice received that these decisions cannot and do not prejudice the outcome of any future decisions that the Council may make about the Local Plan to be made by Council in relation to the allocation of any Garden Community be noted.

(b) The proposal that, if appropriate terms can be agreed, the Local Delivery Vehicles will need to enter into legal agreements with landowners to enable the delivery of the proposed schemes be noted

#### North Essex Garden Communities Limited

(c) In line with the resolution contained at minute 60 of the Cabinet Meeting of 27 January 2016, Cabinet agrees to set up and subscribe to North Essex Garden Communities Limited in accordance with the terms set out in the report and Appendix 2.

(d) The North Essex Garden Communities Limited shareholder agreement between the Local Authorities in accordance with the terms set out in the report and Appendix 3 be approved.

(e) Councillor Paul Smith be appointed in his capacity as Leader of the Council to represent the Council as a Director on the Board of North Essex Garden Communities Limited.

#### Tendring Colchester Borders Limited

(f) In line with the resolution contained at minute 60 of the Cabinet Meeting of 27 January 2016, Cabinet endorses the formation of Tendring Colchester Borders Limited by North Essex Garden Communities Limited in accordance with the terms set out in the report and Appendix 4.

(g) The Tendring Colchester Borders Limited shareholder agreement between the Local Authorities in accordance with the terms set out in the report and Appendix 5 be approved.

(h) Ian Vipond be appointed to represent the Council as a Director on the Board of Tendring Colchester Borders Limited, and gives Delegated Authority to the Chief Executive to undertake any future appointments.

(i) In principle Cabinet agrees to provide an appropriate proportion of necessary funding to Tendring Colchester Borders Limited (by a combination of loan or equity) subject to a satisfactory business case setting out the full terms of the arrangement, which will need to accord with the approved Business Plans and masterplans for the project and the funding options available at the time any funding is required by the LDV. Such commitment to be subject to Council approval.

#### Colchester Braintree Borders Limited

(j) In line with the resolution contained at minute 60 of the Cabinet Meeting of 27 January 2016, Cabinet endorses the formation of Colchester Braintree Borders Limited by North Essex Garden Communities Limited in accordance with the terms set out in the report and Appendix 6.

(k) The Colchester Braintree Borders Limited shareholder agreement between the Local Authorities in accordance with the terms set out in the report and Appendix 7 be approved.

(l) Ian Vipond be appointed to represent the Council as a Director on the Board of Colchester Braintree Borders Limited, and gives Delegated Authority to the Chief Executive to undertake any future appointments.

(m) In principle Cabinet agrees to provide an appropriate proportion of necessary funding to Colchester Braintree Borders Limited (by an appropriate combination of loan or equity) subject to a satisfactory business case setting out the full terms of the

arrangement, which will need to accord with the approved Business Plans and masterplans for the project and the funding options available at the time any funding is required by the LDV. Such commitment to be subject to Council approval.

***RECOMMENDED to COUNCIL that it:***

(n) Notes the decision of the Cabinet to set up and subscribe to the North Essex Garden Communities Limited.

(o) Notes the Cabinet's endorsement of the formation of Tendring Colchester Borders Limited and Colchester Braintree Borders Limited.

(p) Endorses the in principle decision of Cabinet to provide an appropriate proportion of necessary funding to Tendring Colchester Borders Limited (by an appropriate combination of loan or equity) subject to a satisfactory business case setting out the full terms of the arrangement, which will need to accord with the approved Business Plans and masterplans for the project and the funding options available at the time any funding is required by the LDV.

(q) Endorses the in principle decision of Cabinet to provide an appropriate proportion of necessary funding to Colchester Braintree Borders Limited (by an appropriate combination of loan or equity) subject to a satisfactory business case setting out the full terms of the arrangement, which will need to accord with the approved Business Plans and masterplans for the project and the funding options available at the time any funding is required by the LDV.

(r) Notes the external legal advice received that these decisions cannot and do not prejudice the outcome of any future decisions that the Council may make about the Local Plan to be made by Council in relation to the allocation of any Garden settlement.

***REASONS***

To seek Cabinet's on-going support, working together with Braintree District Council, Essex County Council and Tendring District Council, to progress the concept of 'garden communities' and to approve governance arrangements for the project

***ALTERNATIVE OPTIONS***

No alternative options are presented.

**Councillor Graham (in respect of his membership of the Board of Colchester Community Stadium) declared a non pecuniary interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(5).**

**118. 2017/18 Revenue Budget, Fees and charges, Capital Programme and Financial Reserves**

The Assistant Chief Executive submitted a report a copy of which had been circulated to each Member.

Councillor Davies attended and with the consent of the Chairman, addressed the Cabinet to seek clarification on the following points:-

- The allocation of £500K rent adjustment for the Community Stadium;
- Whether a Pay and Display system would be introduced in the Priory Street car park when it reopened;
- The reason for the increase in the fees for car parking over two hours at West Mersea car parks;
- The reason for the different approach between the microchipping of cats and dogs;
- The changes in the periods of time for which Castle Park could be booked for

Councillor Cory, Portfolio Holder for Resources, introduced the report and stressed that work was ongoing to close the budget gap in advance of the final budget proposals being brought forward in January 2017. The budget position need to be seen in the context of the cuts in funding from central government. The on-going support to voluntary sector organisations was also highlighted.

In respect of the rent adjustment for the Community Stadium, in 2006 the administration had negotiated a two year advance of rent and that this would be paid back in 2018 via a rent adjustment.

In respect of the other queries the relevant Portfolio Holders confirmed the following:-

- Priory Street car park would have the same ticket machine as St Marys car park;
- West Mersea Town Council had requested the rise in the car parking charges;
- No charge was made for the micro-chipping of dogs as the Council wanted to do all it could to encourage responsible dog ownership and to minimise the costs involved in housing stray dogs;
- Following the launch of the new Events Policy, the Council's venues were being run in line with new modern management processes. This had involve streamlining the booking slots available for some venues.

*RESOLVED* that:-

***Re: Overall Budget position and changes***

- (a) The current 2017/18 revenue budget forecast which at this stage shows a budget gap of £325k and the forecast variables and risks be noted.
- (b) The action being taken to finalise the budget be noted.
- (c) The 2017/18 taxbase be agreed by the Section 151 Officer in consultation with the Portfolio Holder for Resources.

***Re: Specific budget decisions***

(d) The distribution of revenue grants to Parish, Town and Community Councils for 2017/18 as set out at Appendix B of the Assistant Chief Executive's report be approved.

(e) The funding for voluntary welfare organisations and arts grants as set out in Appendix C and D of the Assistant Chief Executive's report be approved.

(f) All fees and charges as set out in Appendix G of the Assistant Chief Executive's report be approved and to continue to delegate to Heads of Service the authority to vary fees and charges in-year as set in section 12 of this report.

## *REASONS*

The Council is required to approve a budget strategy and timetable in respect of the year 2017/18.

The Assistant Chief Executive's report relates to the budget update and a review of balances and also includes decisions in respect of fees and charges and certain specific budget changes to ensure that these can be reflected in the final budget.

## *ALTERNATIVE OPTIONS*

There are different options that could be considered and as the budget progresses changes and further proposals will be made and considered by Cabinet and in turn Full Council. The separate appendices showing specific decisions include alternative options where relevant.

### **119. Local Council Tax Support 2017/18**

The Head of Customer Services submitted a report a copy of which had been circulated to each Member together with minute 93 of the Scrutiny Panel meeting of 8 November 2016.

Councillor Cory, Portfolio Holder for Resources, highlighted that the new scheme introduced changes to amend backdating to one calendar month and to reduce the period a person could be absent from the country and still receive Local Council Tax Support to four weeks. It remained one of the most generous schemes in Essex and provided valuable support to vulnerable residents.

*RESOLVED* that the proposals set out in the Head of Customer Services' report in respect of the Local Council Tax Support Scheme for 2017-18 be agreed.

*RECOMMENDED TO COUNCIL* that the Local Council Tax Support Scheme 2017-18 be approved and adopted.

## *REASONS*

Colchester Borough Council implemented a Local Council Tax Support scheme from 1 April 2013.

Legislation requires that following public consultation, amendments to the scheme for

2017/18 need to be agreed by Full Council before 31 January 2017.

It is recommended to bring the scheme in line with national legislative amendments and to propose the following changes:

- Amend backdating to one calendar month
- Reducing the period for which a person can be absent from Great Britain and still receive Local Council Tax Support from 1 April 2017.

All other fundamental features of the scheme, other than those described under paragraph 2.3 of the Head of Customer Services report are proposed to remain unaltered.

### *ALTERNATIVE OPTIONS*

Removal of the family premium for new working age Local Council Tax Support awards from 1 April 2017.

Consultation proposals included an option to remove the family premium for new working age Local Council Tax Support awards from 1 April 2017.

Applicants to Local Council Tax Support have a maximum amount of weekly income they can receive before their income starts to affect their level of entitlement. This figure is called the applicable amount.

Where one member of a family is a child or young person a Family Premium can be awarded adding £17.45 to the applicant's weekly applicable amount. The Government has removed the family premium for new claims for Housing Benefit from May 2016. This change would not affect those on Universal Credit, Income Support, Income Related Employment and Support Allowance or Income Based Jobseeker's Allowance. Modelling indicates this would reduce total scheme provision by £137,380.

The removal of the family premium would reduce the applicable amount for new applicants with dependent children yet will provide consistency with the Housing Benefit scheme.

The option of removing the family premium for new working age Local Council Tax Support awards from 1 April 2017 received support in consultation. However this would not be recommended, taking into account the following considerations:

- Maintaining the current assessment basis for families would provide further stability for this resident basis in terms of wider welfare adjustments
- The removal of the family premium would have a disproportionate effect on families on a low income.

Respondents were also asked to provide wider comment on alternative options for scheme funding including increasing the level of Council Tax, accrue savings from reducing other Council Services or using Council's reserves.

The alternative options did not receive support through consultation.

If Colchester Borough Council keeps the current scheme, it will be administratively more complex as it will not align with Housing Benefit which is also administered by the Colchester Borough Council and this will have a cost implication.

#### **120. Officer Pay Policy Statement for 2017/18**

The Assistant Chief Executive submitted a report a copy of which had been circulated to each Member.

*RECOMMENDED TO COUNCIL* that the Officer Pay Policy for 2017/18 be approved and adopted.

#### *REASONS*

The Localism Act requires “authorities to prepare, approve and publish pay policy statements articulating their policies towards a range of issues relating to the pay of its workforce, which must be approved by full Council annually. An authority’s pay policy statement must be approved by a resolution of that authority before it comes into force”.

#### *ALTERNATIVE OPTIONS*

The only alternative would be to not recommend the approval of the Pay Policy Statement but that would be contrary to the requirements of the Localism Act.

#### **121. Colchester Northern Gateway (North) Sports Development Proposal**

The Head of Commercial Services submitted a report a copy of which had been circulated to each Member.

Councillor G. Oxford attended and with the consent of the Chairman, addressed the Cabinet to welcome the support provided by local sports clubs for the development proposal.

Councillor Feltham, Portfolio Holder for Business, Leisure and Opportunities, stressed that was a very exciting development. The Council was seeking to bring in a wide number of sports in order to widen participation. As well as providing wider leisure opportunities, the proposal would create jobs and allow the development of the current rugby club site.

*RESOLVED* that:-

- (a) It be agreed that the selection process of an external operator will be subject to a soft market testing exercise which will be undertaken alongside work reviewing the viability of a Borough Council operating model to be reported back to Cabinet in due course.
- (b) The recommendation in Part B of this agenda that the capital funding package including the financial implications for the Council, and that external grant applications will be progressed as appropriate, be noted

(c) The recommendation in Part B of this agenda that the procurement approach as set out in the Head of Commercial Services report and that the selection of the building contractor and terms agreed for individual site disposals will be brought back to Cabinet/RIF for approval, be noted.

(d) The current progress of the scheme as set out in section 5 of the Head of Commercial Services report be noted.

## *REASONS*

To ensure that a suitable management operator can be appointed at the earliest opportunity in order to engage them in the development of the scheme.

To continue to review the market demand from among external operators whilst progress on the scheme development continues and to enable further work on a Borough Council option to be twin tracked.

To ensure that the financial costs to the council of delivering the scheme over the programme period are clear and accounted for and that risk is spread across a range of funding sources.

Subject to approval of the above recommendations, to ensure that the maximum value and highest possible design are derived from the procurement method with the Council maintaining control over the process in order to meet the scheme delivery target of 2019.

To receive an update on progress on amendments to the design, to financial modelling and to stakeholder engagement.

This decision is brought to Cabinet for approval because of the level of financial commitment and its strategic significance for the economic growth for the Borough. Because of the sensitive and commercial nature of some of the information, the financial and commercial details are contained within the report at Part B of the agenda.

## *ALTERNATIVE OPTIONS*

Cabinet approved the scheme in principle in March 2016 but requested a further report on the financial implications for the Council of delivering the scheme, and to explore different management models. The aim is to achieve an affordable proposal, with least overall cost to the Council, and securing a sound and viable operation from early years. This is detailed in the report at Part B of the agenda.

## **122. Gas Servicing and Associated Repairs Contract**

The Assistant Chief Executive submitted a report a copy of which had been circulated to each Member.

*RESOLVED* that:-



- (a) Mears Ltd be appointed to deliver the Gas Servicing and Associated Repairs contract.
- (b) The Council enter with the successful contractor into a 4 + 2 year JCT Standard Form of Measured Term Contract 2011.
- (c) Should the preferred supplier withdraw (whether by choice or due to unforeseen circumstances) the contractor in second place be appointed.

### *REASONS*

The original procurement approach agreed by Cabinet on 28 January 2009 was one of a full European (EU) compliant process (OJEU) with the Council acting as the awarding body for any contracts placed and Colchester Borough Homes (CBH) acting as the employer's agent (Contract Administrator). This contract was awarded in 2010 on a 4 + 2year JCT Standard Form of Measured Term Contract 2006 Edition Revision 2 (2009). The full extension term has been used and this contract will expire in March 2017.

A further procurement process was started by the Project Team placing an OJEU notice and expressions of interest were sought through a Pre-Qualification Questionnaire (PQQ) process from which prospective contractors were selected.

Out of this exercise six contractors were selected to be invited to tender for the works. Tenders were returned and opened by officers on 3 October 2016. An evaluation exercise took place based on the criteria set out in the tender documents which included assessment of price and quality (method statement and references); out of this a final recommendation was concluded.

The procurement approach agreed by Cabinet on 1<sup>st</sup> December 2010 as part of the Asset Management Strategy is to let a JCT Form of Contract for this and similar types of work.

### *ALTERNATIVE OPTIONS*

There are few alternative options as this programme forms part of the Council Statutory obligations as a Landlord and protects both our customers and the housing asset. The procurement process followed complies with the Public Procurement Regulations 2015.

## **123. Nomination of Deputy Mayor 2017-18**

Consideration was given to the appointment of the Deputy Mayor for the 2017-18 Municipal Year.

Councillor Willetts attended and with the consent of the Chairman addressed the Cabinet to propose that Councillor Peter Chillingworth be nominated as Deputy Mayor for the 2017-18 municipal year. Councillor Chillingworth had been elected in 2002 and had a long history of service including holding positions as Portfolio Holder and Chairman of Planning Committee.

Councillor G. Oxford addressed Cabinet to support the nomination and to state that he looked forward to working with Councillor Chillingworth during his Mayoral Year.

Councillor Lilley and Councillor Smith indicated their support for the nomination of Councillor Chillingworth.

*RECOMMENDED TO COUNCIL* that Councillor Peter Chillingworth be nominated for appointment as Deputy Mayor for the Borough of Colchester for the 2017-18 Municipal Year.

#### **124. Progress of Responses to the Public**

The Assistant Chief Executive submitted a progress sheet a copy of which had been circulated to each Member.

*RESOLVED* that the contents of the Progress Sheet be noted.

#### *REASONS*

The progress sheet was a mechanism by which the Cabinet could ensure that public statements and questions were responded to appropriately and promptly.

#### *ALTERNATIVE OPTIONS*

No alternative options were presented to the Cabinet.

**The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.**

#### **125. Colchester Northern Gateway (North) Development Proposal**

The Strategic Director, Commercial and Place, submitted a report a copy of which had been circulated to each Member.

*RESOLVED* that:-

- (a) It be agreed that the selection process of an external operator be subject to a soft market testing exercise which will be undertaken alongside work reviewing the viability of a Borough Council operating model to be reported back to Cabinet in due course.
- (b) The capital funding package including the financial implications for the Council be agreed, and it be noted that external grant applications will be progressed as appropriate.
- (c) The procurement approach as set out in the Strategic Director's report be agreed and it be noted that the selection of the building contractor and terms agreed for individual

site disposals will be brought back to Cabinet/Revolving Investment Fund Committee for approval.

## *REASONS*

To ensure that a suitable management operator can be appointed at the earliest opportunity in order to engage them in the development of the scheme.

To continue to review the market demand from among external operators whilst progress on the scheme development continues and to enable further work on a Borough Council option to be twin tracked.

To ensure that the financial costs to the council of delivering the scheme over the programme period are clear and accounted for and that risk is spread across a range of funding sources.

Subject to approval of the above recommendations, to ensure that the maximum value and highest possible design are derived from the procurement method with the Council maintaining control over the process in order to meet the scheme delivery target of 2019.

## *ALTERNATIVE OPTIONS*

As set out in the Strategic Director's report.

**The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.**

### **126. Gas Servicing and Associated Repairs Contract**

The Assistant Chief Executive submitted a report a copy of which had been circulated to each Member.

*RESOLVED* that:-

- (a) Mears Ltd be appointed to deliver the Gas Servicing and Associated Repairs contract.
- (b) The Council enter with the successful contractor into a 4 + 2 year JCT Standard Form of Measured Term Contract 2011.
- (c) Should the preferred supplier withdraw (whether by choice or due to unforeseen circumstances) the contractor in second place be appointed.

*REASONS*

As set out in minute 122.

*ALTERNATIVE OPTIONS*

As set out in minute 122.



## Cabinet

Item  
**7(i)**

20 December 2016

<b>Report of</b>	<b>Chief Operating Officer</b>	<b>Author</b>	<b>Ann Hedges</b>
<b>Title</b>	<b>Colchester Waste Collection Strategy</b>		<b>☎ 282202</b>
<b>Wards affected</b>	All		

**This report concerns the implementation of changes to the way we collect waste and recycling**

### 1. Decision(s) Required

- 1.1 To agree a series of changes to the way in which the Borough collects waste and recycling:
  - 1.1.1 End the provision of free black sacks
  - 1.1.2 Residual waste to be collected fortnightly
  - 1.1.3 A limit of three black sacks for residual waste for areas that don't have wheeled bins
  - 1.1.4 Introduction of a second green box so that glass and cans are separated
  - 1.1.5 Provision of free white garden sacks in areas that will not have wheeled bins from the date of the introduction of the changes
  - 1.1.6 Introduction of wheeled bin collections for specific areas of the Borough; one for residual waste and a second optional bin for garden waste
  - 1.1.7 The continued provision of free clear sacks for recycling materials as at present
- 1.2 To agree the exemptions policy that will allow households who are unable to reduce their residual waste for example because of the size of the household, to put out additional residual waste and provision of a weekly collection of medical waste
- 1.3 To agree to include the revenue implications set out in this report in the 2017/18 budget and Medium Term Financial Forecast.
- 1.4 To agree that as part of the final budget report to recommend to Council the inclusion in the capital programme of the capital budget requirements set out in this report.
- 1.5 To agree that subject to appropriate budget provisions being agreed to delegate to the Chief Operating Officer in consultation with the Portfolio Holder the procurement of the appropriate number of wheeled bins, green boxes and other capital expenditure as outlined in section 12 to be funded from the capital programme

### 2. Reasons for Decision(s)

- 2.1 A waste vision was adopted by the Council in 2015 which sets out how decisions relating to waste management will be reviewed:
  - Waste is managed in accordance with the waste hierarchy, so that waste is prevented and minimised where possible
  - Reuse activity is encouraged in households and businesses

- Recycling activity increases the quantity of recyclable material and produces high quality materials that are required by re-processors
- The environmental impacts of the whole system of waste management are minimised
- The recycling and waste collection service provided by the Council provides value for money for its customers

2.2 The key aims of the proposals are

- To improve our performance, in particular reducing residual waste and increasing recycling
- To provide a waste and recycling collection service requested by residents

### **3. Alternative Options**

3.1 To retain the current collection methods and to accept inability to improve recycling or further reduce residual waste.

3.2 To introduce wheeled bins across the whole Borough

3.3 There are a variety of other options around some of the detail, but the decisions proposed, following careful consideration and analysis, are believed to be those that

- most closely meet the views of the public
- deliver the most benefit in terms of improving performance
- provide the best value for money
- meet the priorities set out in the Waste Vision

### **4. Supporting Information**

4.1 Currently the service carries out over 16,000,000 individual collections per year from around 78,000 properties, a mixture of residual waste, food waste, garden waste, paper, glass, cans and textiles from households. It also provides a network of bring sites across the Borough for residents to place recyclable materials into.

4.2 The service that is currently provided has evolved over time. The collection of residual waste has been a constant service and the first material collected for recycling, many years ago, was paper. The separate collection of glass and cans followed in 1999 with the introduction of the still used green boxes along with a fleet of new collection vehicles. A garden waste collection service was introduced in 2004, following a successful bid for funding to DEFRA and the collection of plastics followed shortly thereafter.

4.3 In July 2011 the service moved from a five day to a four day week operation to improve the service to customers around Bank Holidays and in October 2013 food waste collections, following a successful funding bid to DCLG, were introduced to all households in the Borough. All of these additions bring us to where the service is today.

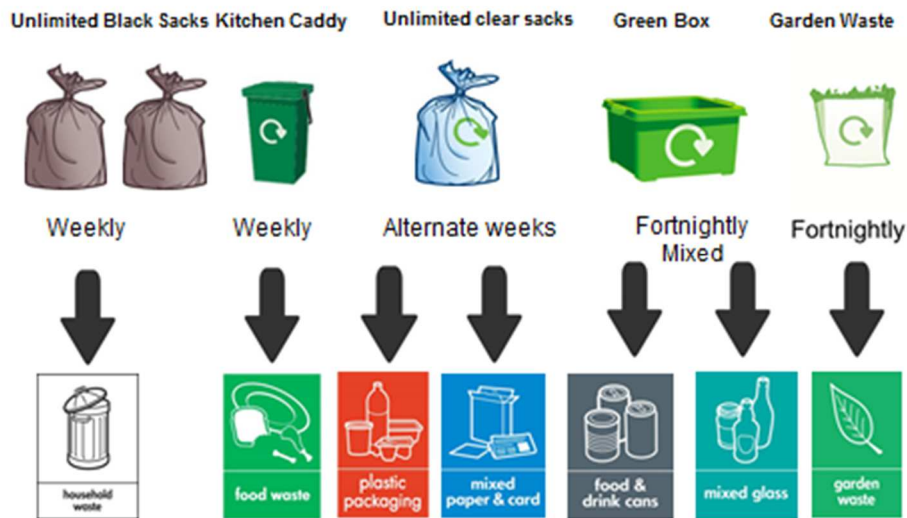
4.4 As a result of the service seeing different materials added over a period of time, there are a range of different containers which customers are asked to separate recycling into over a fortnightly schedule (blue and green weeks).

4.5 In order to assist with the collection of waste and recycling, the Council provides the following equipment to residents:

- 52 black sacks annually (for residual waste)
- Unlimited numbers of clear sacks (for paper and plastic collections)
- Unlimited green boxes (for glass and cans collections)
- Unlimited Food waste internal and external caddies
- 52 Food waste caddy liners - free with first kit then purchased
- White hessian sacks (for garden waste) – at a cost of £3.70 per sack

4.6 The frequency of collections with these containers is shown in the diagram below:

## Current Service



## 5. Proposals

5.1 The proposed changes to the recycling and waste service will create two methods of collection.

5.1.1 Introduction of wheeled bin collections for specific areas of the Borough; one for residual waste (180 litre) collected fortnightly and a second optional bin for garden waste (240 litre) also collected fortnightly. Residents will be able to opt out of having the second bin for garden waste if they have no requirement for garden waste to be collected.

5.1.2 Residual waste in all other areas will be collected in black sacks, 3 sacks fortnightly. We will limit the size of black sacks to 60 litres, so that three equates to 180 litres. Garden waste will be collected in white sacks, on alternate weeks. White sacks for garden waste will be provided free of charge with a limit of 4 sacks throughout the year to match the capacity of a 240 litre wheeled bin

5.2 Recycling collections will be the same as they are now for all households with the addition of a second green box for the separate collection of glass and cans across the whole of the Borough.

5.3 Food waste – the food waste collection will remain unchanged ie a weekly collection for all households

5.4 Flats and communal bin stores – at this point there will be no changes to the collection methods for properties with communal bin stores. There are a set of opportunities to look at how to improve participation in recycling and reduce residual waste collected from flats and communal bin stores. This work will be looked at following the implementation of the changes and a settling down period. We envisage that this work could be undertaken in early 2018.

5.5 The two methods of collection are shown in the diagrams below.

### New Service - sacks



### New Service - Wheeled bins





## **6. Exemptions Policy**

6.1 An Exemptions Policy has been developed to try and deal individually with those who will be unable to meet the requirements of the new system, for example because of:

- 6.1.1 The size of the household
- 6.1.2 Medical waste
- 6.1.3 Assisted collections

6.2 The other issue is the storage of medical waste, nappies and sanitary products (defined as “offensive waste” in the exemption policy) for alternate weekly collections. An additional collection will be available to houses where this is identified as an issue. Applications for the additional service would be made in the same way as for other exemptions

6.3 Assisted collections will remain and we recognise that there will be different households that will require assistance.

6.4 We are undertaking a profiling exercise to help identify the approximate number of households that might apply

The policy is attached as Appendix 1.

## **7. Routing and areas for wheeled bins**

7.1 One of the key elements of the new proposals has been the decisions around where wheeled bins would be implemented. Following the formal consultation and the first discussion at Scrutiny it was agreed that Ward Councillors would be asked for their input as representatives of their respective wards. All Ward Councillors were individually asked to comment on the implementation of wheeled bins in their wards. A summary of the responses and comments are attached at Appendix 2.

7.2 The other factor that had to be taken into account was that, to be economically viable, four rounds which make up one week of work for a waste vehicle had to be identified. A round for wheeled bins needs to contain approximately 1,800 properties in relatively close proximity. Rounds are not co-terminus with ward boundaries, presenting a further complication.

7.3 The outcome is a number of wards where there was both majority Ward Councillor support and are operationally suitable. These wards are:

- Mile End
- Greenstead
- Old Heath & The Hythe (excluding The Hythe and Rowhedge)
- Shrub End – particularly the Garrison areas. There was a question at the last Scrutiny meeting about any security issues for the Garrison in having wheeled bins. We have been in touch with the Garrison Commander about any security concerns and he has confirmed that he does not consider there to be an increased risk
- Stanway
- Berechurch

7.4 Based on the number of properties in these wards we will be able to implement 8 rounds, 2 routes

- 7.5 Even where a ward has been included in the list, it is recognised that not all properties or areas will be suitable. More detailed work will now be undertaken to clarify exactly where wheeled bins will be implemented. Ward Councillors will be fully involved in discussions, in recognition of their role as community representatives as well as consideration of criteria set out in the exemptions policy:
- Properties situated on a steep slope
  - Properties accessed by several steps
  - Properties where storage of wheeled bins prevent access to the boundary or safe presentation for bin collections (for example terraced houses directly fronting the street)

## **8. Implementation and time scales**

- 8.1 The aim is to implement from June 2017 as this is felt to give the service enough time to put in place the new routes and to undertake the actions needed. There are a number of factors that will impact on this timescale including the speed at which procurement of the wheeled bins can be achieved in.
- 8.2 Prior to implementation a comprehensive communications strategy (Appendix 3) will be put in place and additional resources allocated in both the Customer Service Centre and in the Zone team. Additional staff and existing staff will receive training in the new system to ensure they can support customers with the changes.
- 8.3 Work in areas that will have wheeled bins will identify properties that will not be suitable and will retain black sack collections. The details of how these properties will be identified are outlined in the exemption policy. During this time work will also support households that apply for exemptions where they believe they will be unable to limit their residual waste to the maximum allowed. Before implementation we will continue visits to households who put out lots of black sacks and advise of the changes.
- 8.4 For at least the first six months following implementation the service will identify properties who are not able to limit their residual waste to three black sacks (or contained in a wheeled bin). The emphasis during the first six months of implementation will be education, support and help to households to move to the new system. This will include the promotion of home composting to help reduce the amount of garden waste collected.
- 8.5 This approach is similar to that adopted by other Councils that have recently implemented changes in their waste collection and has proved successful.
- 8.6 A review will be undertaken at six months to consider the introduction of enforcement action to ensure full implementation. The principles of enforcement will be about households that are choosing not to recycle, not against those that are unable to. Further work and decision making will be required on exactly what this will look like. There are a range of powers available to Local Authorities. However the priority for at least the first six months will be education and support. The introduction of enforcement action will be subject to further decisions but is likely to include the option of fixed penalties or similar.

## **9. Strategic Plan References**

- 9.1 The proposals specifically support the Strategic Plan:

- Welcoming – improve the sustainability, cleanliness and health to make the borough a place where people can grow and be proud to live
- Vibrant – work hard to shape our future, develop a strong sense of community across the borough by enabling people and groups to take more ownership and responsibility for their quality of life

## **10. Consultation**

- 10.1 A comprehensive external consultation was undertaken between March and June and has informed the proposals. This consultation was reported to Scrutiny on 21 September 2016
- 10.2 Following the Scrutiny meeting on 21 September 2016 all Ward Councillors were asked if they felt their Wards would support the introduction of wheeled bins. This information has been one of the fundamental elements of deciding where wheeled bins would be implemented.
- 10.3 Only wards where all or a majority of ward Councillors indicated they would support the implementation of wheeled bins have been considered.

## **11. Publicity Considerations**

- 11.1 The waste and recycling service touches every household every week and changes will need to be clearly communicated. Given the level of change we need to use many different communication mechanisms to make sure every household understands the changes. A full communications plan is in place. This is not a static document and will continue to develop over time.
- 11.2 For two months prior to implementation and for six months following it is planned to have additional resource to support the change. This will include:
- Additional resource in the Customer Service Centre to respond to specific enquiries
  - Additional Zone wardens to work with households who need help in reducing residual waste and increasing their recycling so that they do not exceed the three bag limit for residual waste. This resource will also support households who need to make applications for exemptions
- 11.3 These changes will require a change of behaviour for many of our residents and the principle for at least six months following implementation will be education and support
- 11.4 Previous changes in the waste service give a set of lessons learned about which methods of communication are most effective and these are reflected in the communications plan

## **12. Financial Implications**

- 12.1 This strategy carries a range of financial implications, including one-off and ongoing costs, recurring savings and a requirement for capital investment

### **Revenue Implications**

- 12.2 The ongoing revenue implications of the Waste Collection Strategy primarily revolve around recycling income, supplies and services costs.
- 12.3 To deliver the changes to waste services there will be a number of one off revenue costs incurred. These will include:

- a project manager
- communications and print costs
- additional customer service centre support
- dedicated Zone wardens who will be required as additional temporary resources to accommodate the project requirements.

12.4 Any one-off costs incurred in 2016/17 will be met from existing budgets, however, there is a forecast one-off in 2017/18 of £159k. The 2016/17 Government Finance Settlement included the announcement of a grant paid to those authorities affected most by the reductions announced. Cabinet has already allocated the grant in 2016/17 and a further one off grant of £87k will be received in 2017/18. It is proposed that this is used to part fund the one-off costs arising from this review.

12.5 We currently receive £1.1m of recycling and composting credits. It is anticipated that with the increase in recycling levels referred to in the report, income will increase by £46k in the first year (5% for the part year) and by £110k ongoing (10%).

12.6 White Garden Sacks are currently chargeable but will now be provided free of charge which will result in a loss of income of £46k per year, with an increase in cost of £30k to purchase the sacks.

**Table of Revenue Implications**

	2016/17	2017/18	2018/19	2019/20
Revenue Implications	£000's	£000's	£000's	£000's
<b>Expenditure:-</b>				
Black Sacks		-100	-100	-100
White Sacks	0	30	30	30
Routing Software Licence Costs	0	7	7	7
Medical Waste Collection		25	30	30
<b>Total Expenditure</b>	<b>0</b>	<b>-38</b>	<b>-33</b>	<b>-33</b>
<b>Income:-</b>				
Recycling/Composting credits	0	-46	-110	-110
Sales of White Garden Sacks	0	46	46	46
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>-64</b>	<b>-64</b>
<b>Net Recurring Saving</b>		-38	-97	-97
One-Off Costs	87	159	0	0
Less: Transition Grant		-87	0	0
<b>Overall Net Revenue Impact</b>	<b>87</b>	<b>34</b>	<b>-97</b>	<b>-97</b>

12.7 The capital expenditure requirements of the Strategy will include the costs of vehicle adaptation, the purchase of bins and green boxes and routing software. It is estimated that based on eight rounds these will require capital expenditure of circa £860k as set out in the following table:-

### **Capital Implications**

<b>Item</b>	<b>Homes</b>	<b>Rounds</b>	<b>Unit Cost (£)</b>	<b>Total (£)</b>
Wheeled bins	1,800	8	20	<b>288,000</b>
Wheeled bins for Garden Waste (75% take up)	1,350	8	20	<b>216,000</b>
Green boxes	60,000		5	<b>300,000</b>
Vehicle conversion (x 2)			18,000	<b>36,000</b>
Routing software licence (x 1)			16,500	<b>16,500</b>
<b>Total</b>				<b>856,500</b>

12.8 Based on the current forecast of resources there is sufficient unallocated funding in the capital programme to meet these estimated costs.

### **Summary**

12.9 Based on the assumptions within this report it is estimated that there is a net recurring revenue saving from 2017/18. It is proposed that the revenue implications, costs and income, arising from this review are reflected in the final budget proposals for 2017/18 and the medium term financial forecast. As part of this consideration will be given to funding the net one off costs from balances.

12.10 Unallocated funding remains in the capital programme to meet the estimated costs of this strategy.

### **13. Equality, Diversity and Human Rights implications**

13.1 An Equality Impact Assessment is attached in Appendix 4.

### **14. Community Safety Implications**

14.1 There are no community safety implications.

### **15. Health and Safety Implications**

15.1 A full review of Health and Safety requirements as a result of any changes to the waste service will be undertaken to ensure compliance with all relevant legislation. This will include specific training for waste staff in new equipment required specifically bin lifting equipment.

### **16. Risk Management Implications**

16.1 The Waste Service is the only service that impacts on all households every week and there is a significant reputation risk if changes are not communicated clearly and implementation is not effective.

16.2 A full risk assessment of all the service changes taking place will be carried out.

## **Appendices**

Appendix 1 - Exemptions Policy

Appendix 2 - Summary of Ward position on wheeled bins and comments made

Appendix 3 - Communications Plan

Appendix 4 - Equality Impact Assessment

## **Background Papers**

QA consultation report.

## **Exemptions Policy - Recycling and Waste Collections**

The Council recognises that properties, locations and circumstances within the Borough are diverse and that there are a number of property types and personal circumstances that will need adjustments to the standard collection methods. It is unavoidable that some properties will not be able to use wheeled bins, due to the access and location of their property or that some households may find the capacity and frequency of collections more challenging for various reasons. Such properties will be identified through this exemptions policy. This policy is specific to those properties receiving a kerbside collection for recycling and waste.

Properties using communal storage areas are not applicable to this policy.

Those properties and circumstances considered unsuitable for the standard collection service will be identified through a number of measures including:

- GIS Mapping
- Local zone officer knowledge
- Site visits
- Resident contact and special requests followed up by zone and recycling staff assessment.

Properties that may be considered unsuitable for wheeled bins include those properties for which unhindered access to place wheeled bins on the boundary is problematic. For example:

- Properties situated on a steep slope
- Properties accessed by several steps
- Properties where storage of wheeled bins prevent access to the boundary or safe presentation of the bin for collection (for example: terraced houses directly fronting the street)

It is also acknowledged that for a proportion of residents, their circumstances rather than the property itself will present difficulties for either a single 180ltr wheeled bin or an alternate weekly collection. For example:

- Residents living in large Houses of Multiple Occupation (HMOs) or large families.
- Residents requiring collection of offensive waste such as those self-treating at home and families with young children in nappies.

The purpose of this policy is to address these issues and put alternative measures in place to ensure waste and recycling collections meet the needs of affected residents. The Council reserves the right to review properties on exempt collections, and if deemed no longer appropriate, to withdraw this service.

### Flats and communal Bin Stores

Some properties within the Borough already have communal wheeled bin storage areas. These areas will not be affected by the changes to collection methods.

### Assisted Collections

Elderly or disabled residents in wheeled bin areas may have concerns regarding the ability to manoeuvre wheeled bins or may already be supported by receiving the assisted collection service. Subject to usual reviews of the assisted collection service, currently entitled residents will continue to receive this service. Those for whom the changes represent a potential issue, application to the assisted collection service will be available via [the online application help with your regular recycling and rubbish collection](#) or our customer service centre. Assisted Collection service users may also qualify for further exemptions as detailed in this policy.

<b><u>Definitions of waste</u></b>
------------------------------------

Definitions of 'household', 'clinical' and 'offensive waste' are key to establishing what should be collected and by who. For clarity, the legal definitions have been interpreted and simplified as follows.

#### **Household Waste**

Waste generated by a property used for domestic purposes: house, caravan, vessel, etc collected through normal domestic waste collections.

#### **Offensive Waste**

Household waste containing bodily fluids, secretions, or excretions, which are not infectious and does not require treatment for disposal. Examples include: dressings, gloves, nappies, incontinence pads and sanitary products.

This waste can be collected through the normal domestic waste collection as long as it is appropriately bagged and sealed.

#### **Clinical Waste (including sharps/needles)**

Waste containing infectious material, such as something for which antibiotics may be prescribed, produced by a healthcare activity in the home is the responsibility of the authority giving the treatment to remove from the property.

This material **must not be placed in with household waste collections.**

Sharps boxes are available on prescription (FP10) and can be returned to the healthcare trust free of charge. Local Authorities currently have a duty to collect and



dispose of clinical waste but may make a charge to cover the cost of collection. This will continue to be the case going forward.

### **Collection of offensive waste from the home**

Colchester Borough Council will continue to collect offensive waste as part of normal residual waste collections either in sacks or bins.

Residents that qualify for an exemption as a result of large quantities of offensive waste will be provided with a weekly collection of this additional waste **only**.

Stickers will be provided to residents by the Council which will need to be placed on the bags containing offensive waste placed out for collection. **Only** bags with the appropriate stickers will be collected.

Numbers of sacks being collected will be monitored and qualifying circumstances will be reviewed periodically to ensure the service is still required.

Further information on these collections, including detailed definitions and how to request an exemption as a result of large quantities of offensive waste, is available on our website.

<b><u>Properties with unsuitable access or storage issues</u></b>
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### **Wheeled Bin Areas:**

Residents living in a property recognised as unsuitable for wheeled bins but living within an area collectively identified as supportive of wheeled bins are likely to be exempt and will be identified by using GIS, Zone Warden recommendation, results from the members consultation exercise and upon special request from the householder.

Properties identified as being exempt will not be issued with wheeled bins, and will receive the alternate weekly black sack collection for residual waste and alternate weekly collection using white sacks for garden waste. The residual waste collection is limited to three black bags per household unless the property is considered exempt by virtue of other exemptions identified through this policy.

Dry recycling will be collected on alternate weeks, through the green recycling box or clear sacks collection methods in line with the rest of the Borough. Food waste will be collected weekly.

**Large households (inc HMOs)**

Whilst it is recognised that larger families and households may create more waste, research has shown that moving towards an alternate weekly collection will support a more responsible attitude towards waste, created in part, by the restrictions on the bin space available.

Each household will have the capacity equivalent to an 180ltr wheeled bin (or 3 black sacks every two weeks) for residual waste. Recycling will be collected on alternate weeks with no capacity restrictions. Food waste will still be collected weekly.

This should provide ample disposal space if recycling responsibly. If capacity issues are not resolved by this method, in the first instance, advice and guidance will be offered to those households by our Community Zone Teams, where they make request for additional bin capacity. This will cover issues such as 'waste conscious' shopping, home composting and increasing recycling. A further visit to the property may be necessary if unresolved to ensure that the household is fully participating in the recycling collection services and should be recycling as responsibly as possible in line with previous advice in order to qualify for any additional bin capacity.

If it is recognised that a household requires the additional capacity, this will be allocated to the householder. If the householder moves house, they must inform the council and leave the authorised bin in place for us to remove. If they require additional refuse capacity at their new address, then they must re-apply.

This does not apply to families or large households otherwise identified through the Exemptions Policy.

## Ward position on wheeled bins

Councillors were asked to clarify their views on wheelie bins. The exact wording of the request was:

“As you know we are working on changes to our Waste & Recycling collection methods with an aim to increase recycling and decrease residual waste.

One element of this is to identify some areas of the Borough where wheelie bins could be introduced. The consultation has given some indications of where residents would be amenable to the use of wheelie bins and a commitment has been made to consult all ward Councillors to establish their views as well.

We are now asking you if you would support the use of wheelie bins in all or part of your ward. If you feel that only parts of your ward are suitable for wheelie bins it would be helpful if you could give broad indications of which areas these are.”

Ward	
Berechurch	Majority member support
Castle	No member support
Greenstead	Full member support
Highwoods	No member support
Lexden & Braiswick	No member support
Marks Tey & Layer	No member support
Mersea & Pyefleet	Majority of members not supporting
Mile End	Full member support
New Town & Christ Church	No member support
Old Heath & The Hythe	Full member support for parts of the ward
Prettygate	No member support
Rural North	No member support
Shrub End	Majority member support for parts of the ward
St Annes and St Johns	No member support
Stanway	Majority member support for parts of the ward
Tiptree	No member support
Wivenhoe	No member support

### Summary of Councillor comments

There were a number of points raised which have been summarised below. Notably the number of wheelie bins, terraced houses, storage of wheelie bins and access.

Point raised	Comment
Number of wheelie bins	<ul style="list-style-type: none"> <li>• Support for one bin only.</li> <li>• Against a second or third wheelie bin for recycling.</li> <li>• Support one wheelie bin for residual waste; one for recycling and the option of one for green waste.</li> <li>• Support three wheelie bins.</li> </ul>
Frequency of collection	<ul style="list-style-type: none"> <li>• Support fortnightly collections.</li> </ul>
Sanitary waste	<ul style="list-style-type: none"> <li>• Concerns over sanitary waste.</li> </ul>
Terraced houses in wheeled bins areas	<ul style="list-style-type: none"> <li>• If meet criteria, can terraced houses in wheeled bin areas store residual waste in black sacks?</li> <li>• Concerns over smaller terraced housing and how far people will have to wheel bins.</li> </ul>
Limited storage space for wheelie bins	<ul style="list-style-type: none"> <li>• Concerns over some houses which have access via a shared parking area.</li> </ul>
Extra container for glass and cans	<ul style="list-style-type: none"> <li>• People may potentially be missing their existing recycling box.</li> <li>• Does not support the addition of a further container.</li> </ul>
Assisted collections	<ul style="list-style-type: none"> <li>• Believe many people will need assisted refuse collections.</li> </ul>

## **Project: Recycling and Waste Review Communications Plan**

**Dates:** November 2016 – September 2017

### **Project Overview**

To communicate possible changes to waste and recycling collections from June 2017. Cabinet is due to make a formal decision in December 2016 as to what these changes will look like. Throughout the campaign there will be a continued focus on providing ongoing promotion of core waste and recycling activity.

### **Background**

It was recognised that to make the next substantial improvement to Colchester's recycling and waste performance it was necessary to engage closer with residents, which has been achieved through formal consultation. The results of the consultation has led to the following refinements to Colchester recycling and waste collection service:

- End of free black sacks
- Introduction of fortnightly residual waste collections
- Limit of three black sacks per household, per collection
- Free garden sacks
- Introduction of wheeled bins to specific Wards (*to be identified*)
- Continuation of current recycling of paper; card; cans; glass and plastic
- Continuation of the weekly collections of food waste
- Additional free recycling box for glass

Cabinet is due to make a formal decision in December 2016 as to what these changes will look like.

### **In Context**

A proactive communications programme has been developed to deliver the key messages detailed below, to Colchester residents over the next 12 months.

This Plan will allow the department to co-ordinate promotional activities with service delivery. It will also ensure a focus on communicating key recycling and waste messages to residents using a range of channels to ensure maximum engagement, understanding and participation.

### **Business Objectives**

- Colchester's waste and recycling collection service needs to change to meet future challenges of a thriving borough
- To effectively promote waste prevention and recycling to Colchester residents, motivating and enthusing residents to take responsibility for managing their waste in a more sustainable way
- To contribute towards meeting Colchester's targets for reducing waste and increasing the sustainability of waste collection operations
- Colchester had a recycling rate of 45% in 2015/16. We want to support residents' efforts to increase this percentage significantly, but more importantly reduce the amount of waste going to landfill.

## Appendix 3

### **Marketing Objectives**

- Build awareness in residents that the Council is looking to make changes to the way waste and recycling collections operate
- Ensure ongoing customer messaging is clear, non-technical, open and effective, whilst being honest, positive and accurate. Working with all frontline services to ensure consistent messaging
- Communications to have a built in flexibility, to enable all plans and messages to develop whether referring to changes that affect all residents, or those in new wheeled bin areas
- Use a wide promotional mix to motivate customers in behaviour change to increase recycling and reduce black sack waste
- Increase social media activity; using posts to provide regular publicity for motivational boosts, encouraging residents to continue to participate and responding to residents' questions
- Use environmentally friendly products for the production of all campaign, communication, promotional and publicity materials where practicable and whilst maintaining value for money
- To monitor and evaluate communications and adjust where necessary

### **Target Audience**

- Colchester Borough residents (all), Colchester Borough residents (wheeled bin specific areas); Council staff involved with the service; Ward and Parish Councillors, all other Council staff and the local media

### **Key Messages**

- How to understand and use the new collection service and reminder of collection days
- Recycling is easy in Colchester; motivate what you can do to reduce and recycle more of your rubbish
- What can be reused, recycled and composted
- Information on waste prevention; e.g. Love Food Hate Waste (LFHW)
- Environmental and financial benefits of increasing recycling and reducing waste for residents and the Borough
- Increasing recycling contributes towards a substantial improvement in the Borough's recycling performance and reduce the waste sent for disposal/landfill

### **Communications Project Team**

Matthew Young, Head of Operational Services (MY)

Laura Hardisty, Communications Business Partner (LH)

Jolene Rogers, Recycling and Waste, Strategy and Performance (JoR)

Andrew Rogan, Recycling and Waste Operations Manager (AR)

Charlotte Holl, Waste Services Project Manager (CH)

Jay Bolaky, Customer Services Call Centre Manager (JB)

Jay Regan, Community Zone Operational Manager (JR)

Report to: Ann Hedges, Chief Operating Officer, Executive Management Team (AH)

Portfolio Holder: Cllr Dominic Graham, Waste and Sustainability (Cllr G)

Chris Dowsing, Group Manager – Recycling, Waste and Fleet (CD)

## Recycling and Waste Review Communications Action Plan

Date	Activity Description	Action
<b>Oct 2016</b>		
1 -19 Oct	Email engagement with Members on consultation results	MY/AH/ Comms
Monthly	<ul style="list-style-type: none"> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	JR/JoR LH  LH  LH
<b>Nov 2016</b>		
Monthly	<ul style="list-style-type: none"> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	JR/JoR LH  LH  LH
w/c 14 Nov	Collection crew internal digital messaging on in-house screens at Shrub End Christmas webpage drafted and ready to go live 28 Nov	LH  JoR
16 Nov	Leadership meeting	MY/AH/C
22 Nov	Postcard for collection crew and Zone teams as a tool for customer engagement. Messaging to include: Looking at changes and timescale on decision, reduce reuse recycle (3Rs), food waste and Christmas collection details. Promote Green Living e-newsletter subscription.	LH
25 Nov	Annual messaging for Christmas collection dates reminder as a countdown to Christmas: <ul style="list-style-type: none"> <li>Social media – ongoing to New Year and share with Colchester Borough Homes</li> <li>Press release: Christmas collection dates, save money by 3Rs seasonal message</li> <li>Screen slide design for Community Hub</li> <li>Internal messaging for Council staff</li> <li>Email update to Members for Christmas webpage</li> <li>Postcard artwork as download from website</li> </ul>	LH  LH  LH LH JoR JoR
28 Nov	<ul style="list-style-type: none"> <li>Design starts for two month recycling calendar to be issued with council tax bill -Clarity on changes that will be made - sack collections – love recycling and reduce waste</li> <li>Design start for postcard for collection and Zones team for distribution after Cabinet decision</li> </ul>	LH   LH
29 Nov	Local media briefing in Braintree 1pm. Including: <ul style="list-style-type: none"> <li>Underline changes for all households</li> </ul>	Cllr G/ MY/CD

Appendix 3

	<ul style="list-style-type: none"> <li>Confirmation of wheeled bin areas and exemptions - underline that specific details still to be worked on.</li> <li>Include postcard image</li> <li>Update webpage ready to go live 1 Dec</li> <li>Press release: Cabinet decision</li> <li>Customer Service Centre update</li> </ul>	LH JoR LH JB
30 Nov	Scrutiny Panel agenda published	
<b>Dec 2016</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/JoR LH  LH  LH
5 Dec	Work starts to build customer relationship management system with waste collection details to enable targeted collection day reminder texts - to be launched within four months	JB
6 Dec	Green Living e-newsletter: Christmas	LH
8 Dec	Cabinet agenda published	
9 Dec	Borough News e-newsletter: Cabinet decision	LH
w/c 12 Dec	Website banner on <a href="http://www.colchester.gov.uk">www.colchester.gov.uk</a> residents tab: Christmas dates reminder Work with St Helena Hospice for Christmas tree collection promotion	LH LH/JoR
12 Dec	Scrutiny Panel meeting	
13-18 Dec	Reactive media responses to Scrutiny feedback	Cllr G/ MY/LH
19 Dec	Normal Press release, reminder Christmas collections and LFHW seasonal messaging	LH
20 Dec	Cabinet meeting	
21 Dec	Press release to confirm Cabinet decision	LH
21 Dec	<ul style="list-style-type: none"> <li>Collection crew, Zone team and Customer Service Centre briefing in Colchester</li> <li>Update webpage: Cabinet</li> <li>Normal Customer Service phone line message for Christmas missed collections</li> </ul>	Cllr G/ AH/MY/CD/JR  JoR AR/JB
<b>Jan 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH LH LH



Appendix 3

w/c 2 Jan	<p>Draft leaflets</p> <ul style="list-style-type: none"> <li>• Clarity on changes that will be made</li> <li>• Wheeled Bins: Timescales for delivery &amp; start</li> <li>• Sack collections: love recycling &amp; reduce waste</li> <li>• Calendar in council tax bill</li> </ul>	LH  LH
7/8 Jan	<p>St Helena Christmas tree recycling</p> <ul style="list-style-type: none"> <li>• Media promotion of collection: St Helena Hospice to lead</li> </ul>	LH
w/c 9 Jan	Update Zone team waste and recycling School presentation slides; alongside Schools' food waste messaging	JR
w/c 16 Jan	<p>Review and promote Green Living e-newsletter for waste and recycling</p> <ul style="list-style-type: none"> <li>• Press release</li> <li>• Customer Service Centre update</li> <li>• Add sign up to e-newsletter to /recycling webpages</li> <li>• Web banner on www.colchester.gov.uk residents tab</li> <li>• Screen slide at Community Hub</li> <li>• Social media post boost</li> </ul>	LH JB LH/MY  LH  LH LH
30 Jan	<ul style="list-style-type: none"> <li>• Design of stickers for new recycling tubs and wheeled bins</li> <li>• Add two month recycling calendar to council tax e-bill – first item viewed</li> </ul>	LH  LH/JB
<b>Feb 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>• Members Information Bulletin update</li> <li>• Zone Managers and Collection crew update</li> <li>• Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>• Proactive social media messaging and engagement</li> <li>• Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH  LH
w/c 6 Feb	Draft updated design for collection vehicle advertising – 'collection changes coming soon' message	LH/MY
14 Feb	Green Living Newsletter issued	LH
20 Feb (tbc)	<p>Distribute leaflet - door drop for wheeled bin areas:</p> <ul style="list-style-type: none"> <li>• Clarity on changes that will be made</li> <li>• Wheeled Bins: Timescales for delivery &amp; start</li> <li>• Sack collections: love recycling &amp; reduce waste</li> </ul> <p>Add URL on exemptions policy, page 3</p>	LH   MY/LH
<b>Mar 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>• Members Information Bulletin update</li> <li>• Zone Managers and Collection crew update</li> <li>• Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>• Proactive social media messaging and engagement</li> <li>• Review messages and monitor public response</li> </ul>	MY JR/JAR LH  LH  LH

Appendix 3

w/c 6 Mar – throughout month	<p>Messaging on clear sack dates, no black sacks and sack limits. Tie in messaging on Easter collection changes:</p> <ul style="list-style-type: none"> <li>• Social media</li> <li>• Borough News e-newsletter</li> <li>• Press release</li> <li>• Web banner on www.colchester.gov.uk residents tab</li> <li>• Screen slide at Community Hub</li> <li>• Posters at recycling stockist locations</li> <li>• Update Zones team educational leaflet - clarify what this is</li> <li>• Article in Colchester Borough Homes Housing News &amp; Views magazine</li> <li>• Coordinate communication with other social housing landlords</li> <li>• Coordinate communication with the University and the Garrison</li> <li>• Updates to Members for Ward newsletters</li> </ul>	<p>LH LH LH LH JR/LH  LH LH LH  LH  LH  LH  LH</p>
w/c 6 March	Design and agree wheeled bin delivery communication leaflets	LH
TO BE AGREED	PH decision on purchase of wheeled bins – PR support	MY/LH
TO BE AGREED	<p>New collection vehicle advertising launch:</p> <ul style="list-style-type: none"> <li>• Press release and media photo opportunity</li> <li>• Social media</li> </ul>	<p>LH LH</p>
<b>Apr 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>• Members Information Bulletin update</li> <li>• Zone Managers and Collection crew update</li> <li>• Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>• Proactive social media messaging and engagement</li> <li>• Review messages and monitor public response</li> </ul>	<p>MY JR/AR LH  LH  LH</p>
w/c 3 Apr	<p>Distribution starts of annual recycling calendar and launch of new text message alerts for collection reminders:</p> <ul style="list-style-type: none"> <li>• Door drop for delivery</li> <li>• Press release and media photo opportunity</li> <li>• Social media</li> <li>• Website update</li> </ul> <p>Design of leaflet: reminder new collection changes start</p> <p>Design collection vehicle livery for after June</p>	<p>JR LH LH LH  LH  LH</p>
Early Apr	<ul style="list-style-type: none"> <li>• Additional customer service and customer facing staff start</li> <li>• Communications training workshop</li> </ul>	<p>JB/JR  LH</p>
Early Apr	Update to CBC website - includes pages for waste and recycling	LH

Appendix 3

w/c 10 Apr	Engage with Estate Agents and Developers on changes from June Advertising with Rightmove for new residents moving into Borough (tbc)	AR/JR  LH
11 Apr	Greener Living e-newsletter issued: Easter collection changes	LH
<b>May 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH  LH
May (tbc)	National Compost Awareness Week <ul style="list-style-type: none"> <li>Press release</li> </ul>	
w/c 1 May – throughout month	Display van in key community locations to engage with residents on changes, e.g. supermarkets <ul style="list-style-type: none"> <li>Press release and media photo opportunity</li> <li>Social media</li> <li>Text alert for areas where van will be</li> <li>Website update with locations</li> <li>Web banner <a href="http://www.colchester.gov.uk">www.colchester.gov.uk</a> residents tab</li> </ul> FAQs on collection changes to upload on website Stickers ready for new recycling tubs and wheeled bins: bright and motivational messaging YouTube educational videos – to be used through social media and online communications	JR/LH  LH LH JB LH LH LH AR  LH
9 May	Customer Services phone line message: new collections	AR/JB
12 May	Borough News e-newsletter article: Display van locations	LH
15 May (tbc)	Clear sack delivery <ul style="list-style-type: none"> <li>Web page update</li> <li>Member email update</li> <li>Customer Service phone line</li> <li>Social media</li> <li>Screen slide at Community Hub</li> <li>Web banner on <a href="http://www.colchester.gov.uk">www.colchester.gov.uk</a> residents tab</li> </ul>	LH AR/MY AR/JB LH LH LH
w/c 15 May	Waste and recycling trends data capture	AR/JR
w/c 22 May	Delivery of wheeled bins to households	
w/c 22 May	Heart Radio advert for 3 weeks: Main message alternate weekly collections. Mention areas for wheeled bins and direction to website for info.	LH
w/c 22 May	Distribution of leaflet to all households : your new collection  All messaging focus on ‘coming soon’: <ul style="list-style-type: none"> <li>Social media</li> <li>Website update</li> </ul>	    LH LH

Appendix 3

	<ul style="list-style-type: none"> <li>Green Living mailshot</li> </ul>	LH
<b>Jun 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH  LH
June (tbc)	National Recycling Week <ul style="list-style-type: none"> <li>Press release</li> </ul>	
5 June	Collection vehicle livery goes live	Service
Early June	New waste and recycling collection changes start <ul style="list-style-type: none"> <li>Web banner www.colchester.gov.uk residents tab</li> <li>Update webpage /recycling</li> <li>Screen slide at Community Hub</li> <li>Customer Services phone line message</li> <li>Member email update</li> </ul>	LH LH LH AR/JB AR
June – onwards	Print, online and outdoor advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling.	LH
13 June	Greener Living e-newsletter issued	LH
<b>Jul 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH  LH
July – onwards	Print and online advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling	LH
<b>Aug 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH  LH
Aug – onwards	Print and online advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling	LH
15 Aug	Greener Living e-newsletter issued	LH
<b>Sep 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> </ul>	MY JR/AR

Appendix 3

	<ul style="list-style-type: none"> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	LH LH LH
Sep-onwards	Print and online advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling	LH
Sep (tbc)	Work with University of Essex for students that live off campus, engage on new collections as come back to courses	LH/JR
<b>Oct 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH LH
Oct – onwards	Print and online advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling	LH
17 Oct	Greener Living e-newsletter issued	LH
<b>Nov 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH LH
Nov – onwards	Print, online and outdoor advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling	LH
Nov-onwards	Christmas communications as Nov/Dec 2016 focussed on first year alternate weekly collections	LH
<b>Dec 2017</b>		
Monthly	<ul style="list-style-type: none"> <li>Members Information Bulletin update</li> <li>Zone Managers and Collection crew update</li> <li>Internal staff messages: E-newsletters Spotlight and Spotlight Plus and Yammer</li> <li>Proactive social media messaging and engagement</li> <li>Review messages and monitor public response</li> </ul>	MY JR/AR LH  LH LH
Dec-onwards	Print and online advertising (tbc): motivational and behaviour change messaging to encourage a reduction in waste and increase in recycling	LH
5 Dec	Greener Living e-newsletter issued	LH

### Appendix 3

Dec	Christmas communications as Nov/Dec 2016 focussed on first year alternate weekly collections	LH
18 Dec (tbc)	Heart Radio advert campaign for 2 week. Christmas collections and recycling message	LH

### Evaluation

Monitoring will take place throughout and following conclusion of the project to assess the effectiveness of communications to residents, members and staff. This will include:

- Participation rates
- Press coverage, including specialist publications
- Website hit
- Uptake on offers (text service)
- Calls received
- Leaflets distributed
- Roadshows / events attended
- Opportunities to see (OTS)
- Social media reach and engagement
- Resident, Member and staff feedback

Communications monitoring can be reviewed alongside reporting information provided by Recycling and Waste services, on satisfaction. These will assist with the overall project evaluation including the success of behaviour change, increased recycling rates and reduced landfill.

## Colchester Borough Council

### Equality Impact Assessment Form - An Analysis of the Effects on Equality

#### Section 1: Initial Equality Impact Assessment

Name of policy to be assessed:

- Waste and Recycling Service

1. What is the main purpose of the policy?

- To deliver waste and recycling services to residents

2. What main areas or activities does it cover?

- Collecting waste and recycling for residents

3. Are there changes to an existing policy being considered in this assessment? If so what are they?

- Proposed change from weekly to fortnightly collections for residential waste
- Proposed introduction of wheeled bins
- Provision to better meet the needs of people with disabilities

4. Who are the main audience, users or customers who will be affected by the policy?

- Residents of the borough

5. What outcomes do you want to achieve from the policy?

- Increase rates of recycling
- Reduce the amount of residual waste going to landfill

## Appendix 4

6. Are other service areas or partner agencies involved in delivery? If so, please give details below:

- Customer Services
- Zones Teams
- Professional Services – Professional Support Unit (PSU)
- Corporate and Financial Management – Corporate ICT; Communications

7. Are you aware of any relevant information, data, surveys or consultations<sup>1</sup> which help us to assess the likely or actual impact of the policy upon customers or staff?

- A consultation has been carried out with Colchester Borough residents in 2016 the feedback from which has been used in drafting this EqIA.

8. The 'general duty' states that we must have "due regard" to the need to:

- (a) eliminate unlawful discrimination, harassment and victimisation
- (b) advance equality of opportunity between people who share a 'protected characteristic'<sup>2</sup> and those who do not<sup>3</sup>
- (c) foster good relations between people who share a protected characteristic and those who do not<sup>4</sup>

*Where applicable, explain how this policy helps us to meet the 'general duty':*

The policy helps us to 'eliminate unlawful discrimination, harassment and victimisation' in the following way(s):

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<sup>1</sup>Click on [surveys or consultations](#) for more information. The Council's surveys and consultations include 'equality monitoring information' to help us identify any particular concerns or views expressed by any particular group or 'protected characteristic'. It can also help us to assess how representative of our customers the respondent group is. Local Data on the Protected Characteristics is available [on this page](#) of the Hub.

<sup>2</sup> The Equality Act's 'protected characteristics' include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief and sex and sexual orientation. It also covers marriage and civil partnerships, but not for all aspects of the duty.

<sup>3</sup> This involves having due regard, in particular, to the need to: (a) remove or minimise disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic; (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

<sup>4</sup> This involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.



## Appendix 4

- Provision to better meet the needs of customers with disabilities may help us to meet this aim.

The policy helps us to ‘advance equality of opportunity...’ in the following way(s):

- Provision to better meet the needs of customers with disabilities may help us to meet this aim.

The policy helps us to ‘foster good relations...’ in the following way(s):

- It is not held that that this policy/ service will specifically help us to meet this aim.

9. This section helps us to identify any disproportionate impacts. Please indicate in the table below whether the policy is likely to particularly benefit or disadvantage any of the ‘protected characteristics’.

Remember to include reference to any relevant consultation, data or information.

- Proposed change from weekly to fortnightly collections for residential waste
- Proposed introduction of wheeled bins
- Provision to better meet the needs of people with disabilities

‘Protected characteristic’ group		Positive Impact	Explain how it could particularly benefit the group	Negative Impact	Explain how it could particularly disadvantage the group
Age	Older people (60+)		None identified	X	Some older people may have particular difficulty in manoeuvring wheeled bins.
	Younger people (17-25) and children (0-16)		None identified		None identified

## Appendix 4

'Protected characteristic' group		Positive Impact	Explain how it could particularly benefit the group	Negative Impact	Explain how it could particularly disadvantage the group
Disability	Physical	X	Provision to better meet the needs of people with disabilities will particularly benefit this group. This includes arrangements for the hygienic collection of colostomy bags and incontinence pads.  The Assisted Collection service will continue to benefit this group.	X	Fortnightly collections could lead to the build-up of offensive waste.
	Sensory	X	The Assisted Collection service will continue to benefit this group.		None identified
	Learning	X	The Assisted Collection service will continue to benefit this group.		None identified
	Mental health issues	X	The Assisted Collection service will continue to benefit this group.		None identified
	Other – <i>specify</i>				None identified
Ethnicity <sup>5</sup>	White		None identified		None identified
	Black		None identified		None identified
	Chinese		None identified		None identified
	Mixed Ethnic Origin		None identified		None identified
	Gypsies/ Travellers		None identified		None identified
	Other – <i>please state</i>				
Language	English not first language		None identified	X	Printed and online information is provided in English which could impact negatively upon this group.

<sup>5</sup> National Census 2011 categories are: Bangladeshi, Indian, Pakistani, Other Asian (Asian or Asian British), African, Caribbean, Other Black (Black or Black British), White and Black African, White and Asian, White and Black Caribbean (Mixed), British, Irish, Other White (White), Chinese, Other (Other Ethnic Group).

## Appendix 4

'Protected characteristic' group		Positive Impact	Explain how it could particularly benefit the group	Negative Impact	Explain how it could particularly disadvantage the group
Pregnancy and Maternity	Women who are pregnant or have given birth in last 26 weeks	X	The Assisted Collection service will continue to benefit this group.	X	Individuals within this group may have particular difficulty in manoeuvring wheeled bins.  Fortnightly collections could lead to the build-up of offensive waste.
Religion or Belief	People with a religious belief (or none)		None identified		None identified
Sex	Men		None identified		None identified
	Women		None identified		None identified
Gender Reassignment <sup>6</sup>	Transgender/ Transsexual		None identified		None identified
Sexual Orientation	Bisexual, Heterosexual, Gay or Lesbian		None identified		None identified
Marriage and Civil Partnership	People who are married or in a civil partnership		None identified		None identified

10. If you have identified any negative impacts (above) how can they be minimised or removed?

*(This is a key section: Please deal with each negative impact noted above in turn.)*

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<sup>6</sup> The protected characteristic of gender reassignment is defined by the Equality Act 2010 as “a person proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.” This is a personal process that may involve medical interventions such as counselling, psychotherapy, hormone therapy or surgery, but does not have to. NB: It is generally held that transgender people disguise their features or clothing to resemble their preferred sex, whereas transsexual people wish to change their body to completely resemble their preferred sex.

## Appendix 4

Older people (60+)	X	Some older people may have particular difficulty in manoeuvring wheeled bins.
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The Assisted Collection Service will continue to help customers who have particular difficulty in presenting their waste on the boundary of their property. This will extend to assisting with wheeled bins where appropriate.

Physical	X	Fortnightly collections could lead to the build-up of offensive waste.
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A special service will be available for the hygienic collection of offensive waste such as colostomy bags and incontinence pads. Information will be provided to households following which customers will need to contact the Council to request the service.

English not first language	X	Printed and online information is provided in English which could impact negatively upon this group.
----------------------------	---	--

Website beside information can be translated via Google translate. Customers which first language is not English can request that letters or leaflets are provided in a preferred language. Officers have access to a range of translation tools including text translation, instant telephone translation and face-to-face translation services.

Women who are pregnant or have given birth in last 26 weeks	X	Individuals within this group may have particular difficulty in manoeuvring wheeled bins. Fortnightly collections could lead to the build-up of offensive waste.
---	---	---

The Assisted Collection Service will continue to help customers who have particular difficulty in presenting their waste on the boundary of their property. This will extend to assisting with wheeled bins where appropriate. A special service will be available for the hygienic collection of offensive waste such as colostomy bags and incontinence pads. Information will be provided to households following which customers will need to contact the Council to request the service.

11. Could the policy discriminate<sup>7</sup> against any 'protected characteristic', either directly or indirectly<sup>8</sup>? No

<sup>7</sup> The Council has a general duty to 'eliminate unlawful discrimination, harassment and victimisation'. Direct discrimination occurs when a person is treated less favourably than another in a comparable situation because of their 'protected characteristic' whether on grounds of age, disability, pregnancy and maternity, ethnicity; religion or belief; sex (gender), sexual orientation, or marriage and civil partnership. Indirect discrimination occurs when an apparently neutral provision or practice would nevertheless disadvantage people on the grounds of their 'protected characteristic'.

<sup>8</sup> If you answer 'yes' to question 11 (above) you will need to complete this section *and* go on to complete Section 2 in order to conduct a full Equality Impact Assessment.

Appendix 4

Summary and findings of Initial Equality Impact Assessment

12. Please put a tick in the relevant box to confirm your findings, and what the next step is:

Findings	Action required
No negative impacts have been identified <input type="checkbox"/>	Sign off screening and finish.
<b>Negative impacts have been identified but have been minimised or removed X</b>	<b>Sign off screening and finish.</b>
Negative impacts could not be minimised or removed <input type="checkbox"/>	Sign off screening and complete a full impact assessment – Section 2.
There is insufficient evidence to make a judgement. <input type="checkbox"/>	Sign off screening and complete a full impact assessment – Section 2.

13. Name and job title of person completing this form:

Andrew Rogan

14. Date of completion:

October 2016

15. Date for update or review of this screening:

October 2017



<b>Report of</b>	<b>Head of Community Services</b>	<b>Author</b>	<b>Rachel Macfarlane</b> ☎ <b>01473 433556</b>
<b>Title</b>	<b>Colchester + Ipswich Museums application to the Arts Council England (ACE) National Portfolio Investment Programme (NPO) 2018/19-2021/22</b>		
<b>Wards affected</b>	'Not applicable'		

<p><b>This report concerns Colchester + Ipswich Museums application to the Arts Council England (ACE) National Portfolio Investment Programme (NPO) 2018/19-2021/22</b></p>
---

**1. Decision(s) Required**

- 1.1 Approve the submission of an Arts Council England (ACE) four year National Portfolio Investment Programme (NPO) 2018/19-2021/22 bid for Band 1 funding by Colchester Borough Council in respect of our Joint Museum Service with Ipswich Borough Council.
- 1.2 To delegate authority to the Head of Community Services, in consultation with the Portfolio Holder to sign off and submit the bid in line with Arts Council England deadlines.

**2. Reasons for Decision(s)**

- 2.1 CIMS is not currently in receipt of NPO funding and competition will be strong. While there is no guarantee that the submission of a bid will result in an award, continuous improvements and investment in Colchester’s heritage is a key part of our Strategic Plan and of importance to residents and visitors. As such the Council feels it is important to seek out and respond to funding opportunities.
- 2.2 Delegated authority to the Head of Community Services provides the maximum time and opportunity for input and work on the final bid submission which is subject to a tight timescale and online portal process.

**3. Alternative Options**

- 3.1 To not proceed with an application to ACE for NPO funding 2018/19-2021/22

**4.0 Supporting Information**

- 4.1 Ipswich Borough Council and Colchester Borough Council formed the Colchester and Ipswich Museums Service (CIMS) in 2007 for a period of 11 years (2007-2018) under a joint agreement. The joint agreement was renewed in 2015 for a further 6 years (2015-2021).
- 4.2 Arts Council England supports arts and culture by funding National Portfolio Organisations to help them to deliver their strategic goals as outlined in Great Art and

Culture for Everyone. ACE is seeking applications to its National Portfolio Investment Programme 2018/19 – 2021/22.

- 4.3 ACE previously had a dedicated strand of funding for museums and museums receiving this grant are known as Major Partner Museums (MPM). There are currently two MPMs in the East of England region – Cambridge University Museums and Norfolk Museums. There will no MPM organisations from 2018/19. Funded organisations will be known as NPOs and be integrated with ACE funded arts and libraries. It is expected that a number of Arts organisations in Colchester will also apply for NPO funding.
- 4.4 Other key changes introduced at this round are an extended four year funding period (2018-22), and four categories in NPO. These include the following bands: Band 1 (£40,000-£249,999 pa), Band 2 (£250,000 - £1m pa), Band 3 (Over £1m pa), or as sector support organisations. An application is proposed falling within funding Band 1.
- 4.5 The application will support the five goals set out in ACE’s strategic guidance document, Great Art and Culture for Everyone, and specifically goals 1, 2, and 5 (as required for Band 1)
- 4.6.1 The NPO application will describe how CIMS activity supports ACE Strategic Goals:
- 1: Excellence is thriving and celebrated in the arts, museums and libraries.
  - 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
  - 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries. How CIMS supports this goal will be included in response to the sections of the applications covering goals 1 and 2, as advised by ACE.

## **5. Strategic Plan References**

- 5.1 An application for NPO funding supports the CBC strategic plan by helping to:

‘Make more of Colchester’s great heritage and culture so that people can enjoy them and draw inspiration for their creative talents’

‘Promote Colchester’s heritage and wide ranging tourism attractions to enhance our reputation as a destination’

‘Improve sustainability, cleanliness and health of the place by supporting events that promote fun and wellbeing’

## **6. Consultation**

- 6.1 Consultation to inform the bid will include key partners and reference to audience feedback.

## **7. Publicity Considerations**

- 7.1 Applicants are informed of the outcome by 1 July 2017.

## **8. Financial implications**

- 8.1 ACE NPO funding, if awarded, will fund a consistent amount each year over the 4 years of funding.



8.2 An application to ACE for NPO funding of approximately £250,000 per year for 4 years, 2018-2022, will amount to £1 million of additional funding to museums for this period.

## **9. Equality, Diversity and Human Rights implications**

9.1 This report involves a decision to apply for external funding for the museum services and as such does not have any identified negative impacts for persons with protected characteristics within the meaning of the Equality Act 2010

## **Background Papers**

None



**Extract from the minutes of the Trading Board 23 November 2016**

**140. Asset Management Strategy**

The Board received a report from the Head of Commercial Services setting out the draft Asset Management Strategy 2016-2021. Fiona Duhamel, Economic Growth Manager, attended and presented the report to the Board. The draft Strategy aimed to replace the existing Strategy, which covered the period up to 2013. The Strategy reflected the Council's strategic priorities and also the Economic Growth Strategy. It identified four key priority areas:-

- Operational and Community Asset Management;
- Creating Growth;
- Commercial and Business;
- Partnership Working.

The Strategy highlighted the Council's diverse property portfolio. This included investment properties with a value of £34.4 million, which generated a rental income of £3.2 million per annum. In the current economic climate this was a significant rate of return.

The Vision set out in the Strategy was to utilise the Council's assets to maximise their full commercial potential, but to do so in a sustainable way that also took account of community needs. The Strategy also set out the key achievements since 2010, which demonstrated that a diverse mix of community and housing projects had been delivered alongside significant commercial returns.

In discussion, members of the Board welcomed the Strategy. However, the need for a social as well as an economic dimension to the management of assets was stressed. Assets needed to be managed for the benefit of residents, and this needed to include intangible benefits that were difficult to measure, as well as measurable economic benefits. In terms of housing development this meant ensuring that a range of tenures were provided and ensuring that supported housing and temporary accommodation options were available. In response it was stressed that the Council took seriously the need to ensure that assets were used for community benefit as well as commercial return. Some properties were on peppercorn rents or were provided to external organisations, so that they could be run for community benefit. In terms of housing development, the need to ensure that housing was made available to those most in need was a priority for the Council. However the delivery of temporary or supported housing needed to be subsidised through private developments.

Whilst it was noted that one of the aims of the Strategy was to maximise income from assets, the need to ensure that assets were properly maintained was stressed, otherwise this would lead to greater costs being incurred in due course. In response it was highlighted that in terms of the Council housing assets, Colchester Borough Homes had a 5 year management plan for each property and relied on a

planned programme of maintenance rather than a reactive system of fixing faults as they arose.

The Board explored how the Council acquired its property assets. There were a number of historic properties, such as the Castle and the Town Hall, whilst other sites had been acquired over a number of years, such as the freehold of the shopping centre sites in the town centre. These generated considerable rental income for the Council. The Council took the opportunity to purchase sites which had the potential to grow in value. For example, the Cuckoo Farm site which would be developed into the Northern Gateway development, had been purchased decades earlier. The development of the Revolving Investment Fund helped the Council to acquire long term assets by ensuring funds were available for opportunity purchases.

In response to questions from the Board, it was explained that the Council had an ongoing rolling programme for the valuation of its assets and this was largely commissioned externally. It was confirmed that the income generated from the rental of investment properties was not ringfenced but went into the Council's general fund.

The Board stressed the need to ensure that the development of assets did not compromise the Council's own services and explored whether the opening of David Lloyd had had any impact on Leisure World. It was highlighted that David Lloyd and Leisure World tended to appeal to different demographic groups and Leisure World was continuing to meet its membership targets. There was no evidence of an adverse impact.

*RECOMMENDED to CABINET* that the Corporate Asset Management Strategy be approved.

*The report to Trading Board and the draft Asset Management Strategy 2016-2021 are attached.*



## Trading Board

23 November 2016

Item

Report of	Head of Commercial Services	Author	Elizabeth Simpson ☎ 01206 508792
Title	Asset Management Strategy 2016-2021		
Wards affected	All wards in Borough		

**This report concerns the proposal to approve the updated Asset Management Strategy to cover 2016-2021.**

### 1. Decision Required

1.1 To approve the new Asset Management Strategy 2016-2021.

### 2. Reasons for Decision

2.1 The previous Asset Management Plan covered the period 2010-2013 and needs to be updated to set out a strategy for how we will manage our assets over the next 5 years (2016-2021).

### 3. Alternative Options

3.1 To retain the current outdated Asset Management Plan (2010-2013).

### 4. Supporting Information

4.1 Colchester Borough Council (CBC) owns and manages a large portfolio of land and property. These assets are key in helping CBC deliver front line services to the community and it is essential that they are well maintained and fit for purpose. Our property assets also produce valuable income for the Council which is increasingly important as Central Government grants reduce. CBC needs to manage its property assets effectively to encourage a more commercial focus to produce sustainable income, generate inward investment and regeneration whilst balancing community objectives. It also needs to work with key partners in order to provide services in a cohesive and strategic way.

### 5. Proposals

5.1 It is proposed to take the Asset Management Strategy (AMS) to Cabinet for approval on 20 December 2016.

### 6. Strategic Plan References

6.1 The AMS reflects the Council's strategic aims as set out in the Strategic Plan 2015-2018:

- Generating and maximising new income opportunities
- Commercial shrewdness
- Challenging conventional practices
- Innovative ways of delivery

- Maximising return on investments
- Providing more for less at the best value to

## **7. Consultation and notification**

7.1 If the AMS is approved, it will be published on the Council's website.

## **8. Publicity Considerations**

8.1 The introduction of the Policy will be published on the Council's website.

## **9. Financial implications**

9.1 Income and capital generating opportunities are addressed in the report.

## **10. Equality, Diversity and Human Rights implications**

10.1 Equality Impact Assessment Form has been completed and none have been identified.

## **11. Community Safety Implications**

11.1 None

## **12. Health and Safety Implications**

12.1 None.

## **13. Risk Management Implications**

13.1 Any key areas of risk arising from the AMS will be dealt with on a case by case basis and logged on the Risk Register.

## **Background Papers**

Appendix 1: Asset Management Strategy 2016-2021

# Colchester Borough Council Asset Management Strategy November 2016



## Contents

Executive Summary .....	2
Asset Management Strategy Overview .....	3
Portfolio Mix .....	3
Vision .....	4
Key Objectives .....	4
Priority Areas.....	4
Highlights of Our Achievements since 2010.....	5
Operational and Community Asset Management.....	7
Strategies .....	7
Creating Growth.....	11
Strategies .....	11
Commercial and Business.....	14
Strategies .....	14
Partnership Working.....	18
Strategies .....	18
Conclusion .....	21
Next Steps.....	21



## **Executive Summary**

Colchester Borough Council's Asset Management Strategy (AMS) will set out the vision for how we manage our assets over the next 5 years (2016 - 2021) by looking at them in a more cohesive way.

Government grants are reducing, budgets are getting tighter and the need to produce extra income is increasing whilst balancing community needs. Assets owned by Colchester Borough Council (CBC) will have a major role in meeting our strategic community and financial objectives.

The way we work is evolving every day, increased use of technology and partnership working give us the ability to share spaces and services in a way we never have before.

4 priority areas have been identified that will provide the focus for the AMS:

1. Operational and Community Asset Management  
Looking at how we manage assets we occupy and use for community functions.
2. Creating Growth  
Focusing on inward investment, regeneration and partnership working.
3. Commercial and Business  
Encouraging a commercial focus to how we work in order to create more sustainable income whilst also balancing community objectives.
4. Partnership Working  
Challenging working practices and the management of resources. Working with key partners in order to provide services for our community in a more joined up way.

Central to all these areas are our assets and how they are a vital part of how we deliver our services.

## Asset Management Strategy Overview

This Asset Management Strategy (AMS) supersedes the previous Strategic Asset Management Plan (2010-2013). It will set out the vision for how we manage our assets over the next 5 years (2016 - 2021) by looking at them in a more cohesive way.

Colchester Borough Council (CBC) owns and manages a large portfolio of land and property. These assets are key in helping CBC deliver front line services to the community and it is essential that they are well maintained and fit for purpose.

Our property assets also produce valuable income for the Council which is increasingly important as Central Government grants reduce. CBC needs to manage its property assets effectively to encourage a more commercial focus to produce sustainable, longer term income, generate inward investment and deliver regeneration/growth whilst balancing community objectives. It also needs to work with key partners in order to provide services in a more cohesive way.

## Portfolio Mix

CBC's property portfolio is diverse in nature and has a net book value of approximately £454.7m\* as at March 2016 made up of the following:

- Investment Properties - £34.4 m with a rent role of £3.2 m pa
- Operational land and buildings - £110.6 m
- Land held for redevelopment - £15 m
- Council dwellings – £294.7m

Property Type	Number **
Car Park	20
Depot	4
Industrial	39
Offices	12
Shops, Shopping Centres, Restaurants	30
Sports & Leisure	27
Surplus & Regeneration Assets	15
Museums, Theatre Galleries	7
Community Facilities	6
Cemetery & Crematoria	2
HRA Property and Garages	2,297
Council Dwellings	6,006
Miscellaneous	28
<b>Total</b>	<b>8,493</b>

\*Excludes Assets Under Construction; \*\*As at March 2016

## **Vision**

The AMS will set out how we can build on previous successes to ensure we use best practice and utilise our estate in the future to maximise its full commercial potential whilst ensuring new and existing residents and businesses in Colchester are well served with a range of community facilities.

## **Key Objectives**

The focus of the AMS reflects the Council's strategic aims as set out in the Strategic Plan 2015-2018:

- Generating and maximising new income opportunities
- Balancing Community needs
- Commercial shrewdness
- Creating high quality places and spaces for new communities
- Challenging conventional practices
- Innovative ways of delivery
- Maximising return on existing investments
- Ensuring assets in the right places doing the right things
- Providing more for less at the best value to residents

## **Priority Areas**

4 priority areas have been identified that will play a vital role in achieving our key objectives and which will provide the focus for the AMS.

- Operational and Community Asset Management – looking at how we manage assets we occupy and use for community functions
- Creating Growth – focusing on inward investment, regeneration and partnership working
- Commercial and Business – encouraging a commercial focus to how we work in order to create a more sustainable income whilst also balancing community objectives
- Partnership Working – challenging working practices and the management of resources. Working with key partners in order to provide services in a more joined up way.

Our property assets are central to all of these priority areas and key to helping deliver our services.

## Highlights of Our Achievements since 2010

### **Housing Development**

34 new build affordable houses completed on CBC garage sites  
Partly funded from Right to Buy receipts  
Fully let

### **RIF Committee**

Programme and Committee set up to review commercial opportunities  
RIF recycles capital income  
Streamlining property decisions and enabling a more commercial outlook  
Developed a business case approach

### **Corporate Client Role**

Planned preventative maintenance and general repairs managed by CBH - works budget of £700k  
5 year plan for each property  
All buildings rated based on condition surveys  
22% increase of buildings rated in good condition or above

### **Strategic Land Purchase Fund Set Up**

Vineyard Gate properties & Seven Saints Farm acquired

### **Trading Board**

Planning and decision making supported and challenged  
Ensuring CBC makes sustainable commercial arrangements

### **Community Hub**

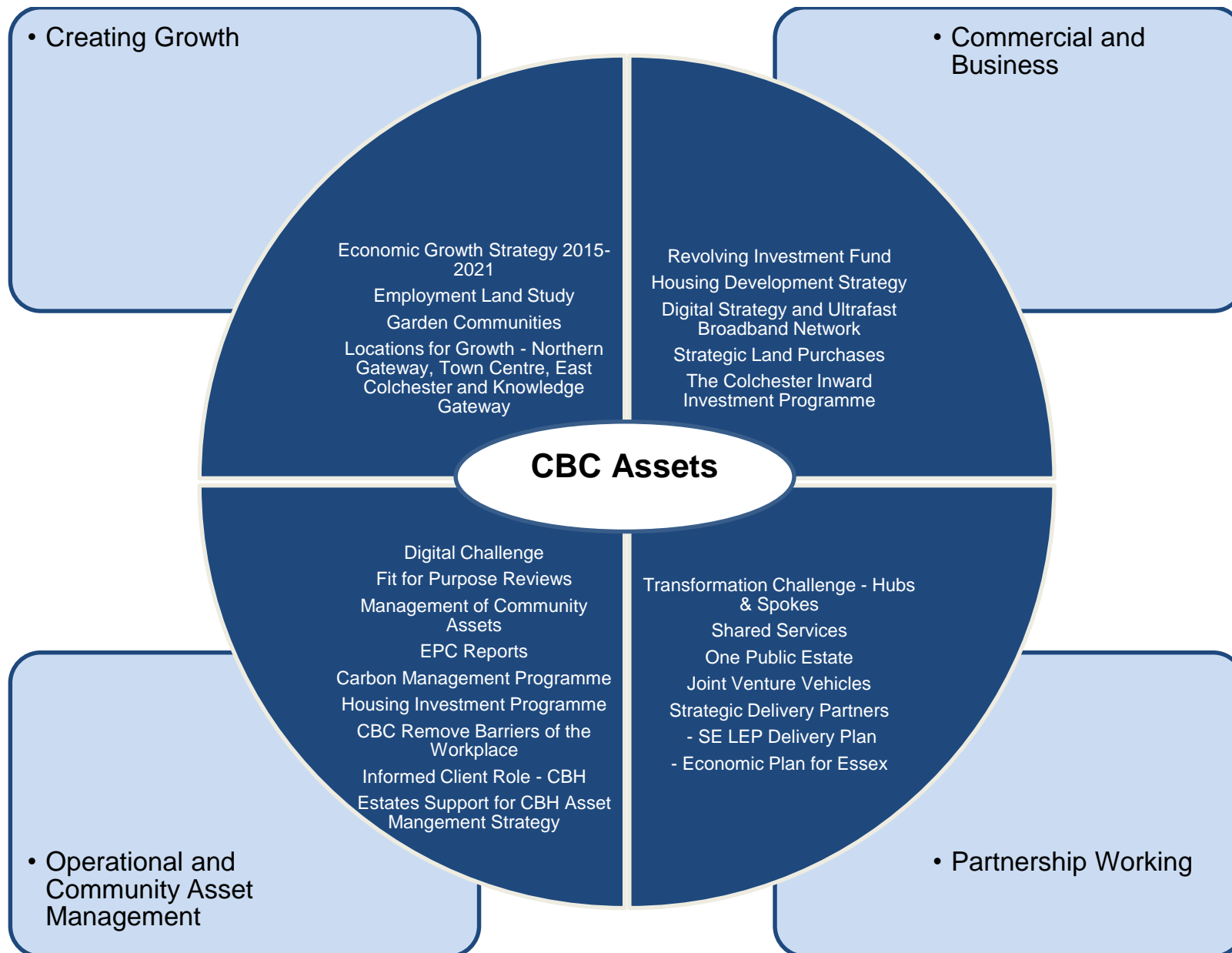
Opened at Colchester Library 2013  
Operational partnership between Essex County Council, Colchester Borough Council and Colchester Community Voluntary Services.  
Co-location and cost savings

### **Location for Growth Areas**

New David Lloyd completed  
Curzon on site  
New student accommodation at The Maltings East Colcheser  
Legals agreed for new Leisure scheme at Northern Gateway  
Town Centre  
Sheepen Road office development on site

### **Investment Review carried out**

Asset Management initiatives to release value



## Operational and Community Asset Management

It is important to ensure that our property assets are being used and managed in the most cost effective way to facilitate the best service for our customers and secure income streams where appropriate.

CBC has the ability to monitor all aspects of how our assets are performing and we should use this information to ensure they are being used in the most cost effective way, are environmentally sustainable and are in the right places for the best possible service delivery for local communities.

### Strategies

#### Digital Challenge

CBC has identified the need to change the way it works.

By embracing new technology and passing these skills on to our customers the Council can provide services in a more efficient and convenient way in many different locations.

The project will :

- reduce face to face contact
- enable self-serve
- encourage a paperless office
- reduce the strain on our assets.

#### Fit for Purpose Reviews

Assessing whether operational assets are fit for purpose for service delivery and provide value for money.

Provide the right buildings in the right place and condition to meet future service delivery needs.

Reviewing options such as refurbishment and relocation in order to ensure services are delivered effectively and efficiently, providing more for less at the best value for residents.

#### Management of Community Assets

CBC is responsible for a number of community buildings in Colchester which are widely used by the general public.

These buildings provide lots of community benefits but can bring about cost pressures depending on their age and condition

The Council also owns and manages many acres of open space which needs to be appropriately managed and reviewed regularly.

CBC is seeking to balance a number of objectives by exploring the use of a standard lease for community buildings.

CBC maintenance contracts for public spaces reviewed to ensure fit for purpose and best value secured.

## EPC Report

Under the Energy Act 2011

By 1st April 2018 all new commercial lettings or lease renewals require an energy rating of E or above

By 1st April 2023 all commercial properties require an energy rating of E or above.

All properties are categorised so we know which require an EPC.

The project now needs to be costed and built into the building maintenance programme.

## Local Authority Carbon Management (LACM) Plan

22 Capital projects identified with a target of reducing CO2 by 46% by 2020.

Energy efficiencies and cost savings.

Will require monitoring to ensure CO2 does not increase after projects are completed.

## Housing Investment Programme

Under the HRA, CBC owns 6,040 residential properties in Colchester.

Many have required refurbishment to meet government standards and improve their energy efficiency.

Over the last three years approx £22.1m has been spent on Council stock and this includes elements such as increased insulation, double glazing and replacement of kitchens, bathrooms and heating systems.

This will reduce maintenance liability and ensure assets are sustainable and fit for purpose.

## CBC - Removing Barriers of the Workplace

This project was launched in February 2016 to assess accommodation, IT and working practices.

The project hopes to help future proof the organisation  
An Accommodation and ICT Strategy will be drawn up.

Working practices will be assessed to reduce overheads and improve the customer's experience.

## Corporate Properties Managed by CBH

Management agreement with CBC for 10 years from 2013 including corporate properties

CBH control centralised corporate repairs budget, including response repairs and planned preventative maintenance programme.

CBC act as Informed Client with CBH delivering against KPIs.

Central control of repairs and efficient use of budget.

Backlog maintenance costs fallen by 25%

22% increase of buildings rated in good condition or above

Provision of buildings services role for developments.

## Estates Support for CBH Asset Management Strategy

Estates support for CBH and their management of HRA stock to achieve best value including property title and boundary issues.

Specialist advice on the disposal of HRA surplus stock identified through CBH's viability assessment.

Advice on other asset queries.

### Case Study

#### Recreation Ground on Old Heath Road

Following public consultation with the community in 2012, the redundant changing room facilities at the Recreation Ground were refurbished as a café and community meeting room.

Utilising Section 106 money the facilities include indoor and outdoor seating and public WC's and provide a place where the community can come together and which encourages people to stay longer at the Recreation Ground.

The facility which forms part of a long term development plan for the Recreation Ground, is operated by a local community group. Opening in May 2016 it is a good example of utilising surplus space for community use.



## Case Study

### Local Authority Carbon Management (LACM) Plan

The LACM project team identified 22 projects that would help reduce emissions in many of our assets such as LED stairway lighting in sheltered housing and pool covers at Leisure World.

If Colchester were to carry on with business as usual without taking mitigating action, CBC could see emissions rise by 11% by 2020.

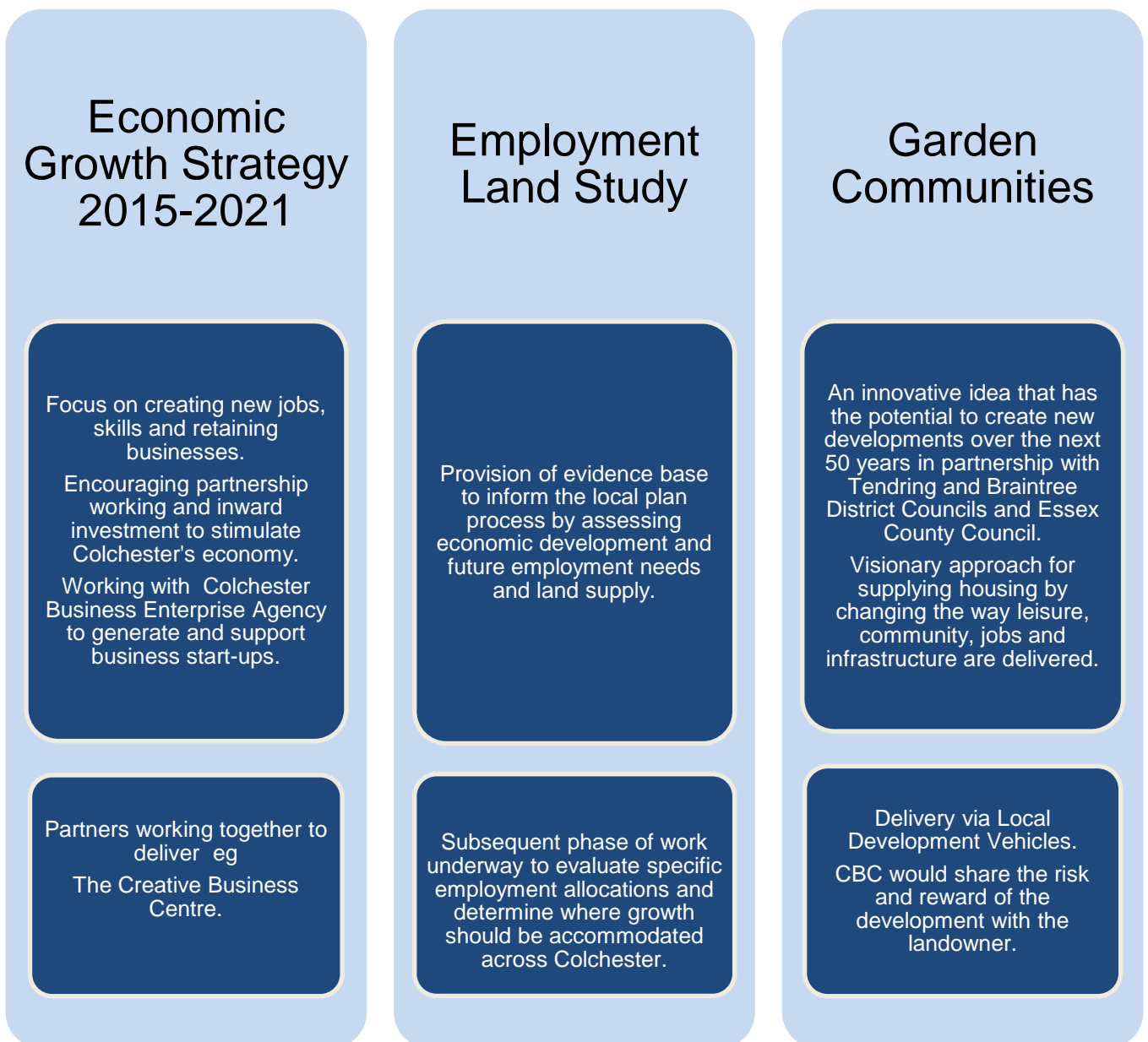
Estates manage CBH as informed client to implement the project works. Further viability works and costings need to be completed and savings and payback periods fully calculated however CBC is confident that it will achieve targets by 2020.

This work positions CBC as a leading carbon cutting Council and raises awareness of sustainability.

## Creating Growth

This area is vital to the Council's future sustainability. Regeneration stimulates inward investment and attracts new businesses and jobs to the area. Working with other agencies and partners will help us to discover what new and existing businesses need to thrive and grow and enables us to ensure we are providing the right kind of buildings and land to meet this growth in Colchester.

### Strategies



## Locations for Growth

### Northern Gateway

Creation of new sport and leisure destination - Gateway to Colchester.  
Inward Investment.  
Business and job creation.

David Lloyd open  
Plans for 12 screen 4D Imax cinema and restaurants  
New homes  
New sports facility north of A12  
Ultra fast BB will create demand for employment land

### Town Centre

Since 2010 The Better Town Centre Group has been working on sharing information across CBC and Essex County Council to secure smooth delivery of projects and enhance town centre opportunities.

Creative Business Centre  
Curzon  
East Hill House  
Firstsite opening  
New and improved public spaces

### East Colchester and Knowledge Gateway

Working in partnership with local landowners since 2010 to stimulate development and community benefits delivered.

The Maltings Hythe - student accommodation and community space  
Knowledge Gateway  
Parkside Phase 1  
Plans for new Innovation Centre at Knowledge Gateway  
Local District Heat Network feasibility underway

### Case Study

#### Creative Business Centre

Jointly funded by ECC and CBC, the creation of 43 business start-up units following the Creative Colchester Study which identified the need and benefits of a creative hub. Following a competitive tender process, an operator has been secured and the Creative Business Centre is due to open by the end of 2016. It will be an incubator for new start-up businesses with a digital and creative focus.



### **Case Study**

#### **East Hill House and Greyfriars**

CBC identified the regeneration opportunities of these sites when Essex County Council declared them surplus. Working closely with ECC throughout the disposal process, ensured that the uses complemented The St Botolph's Master Plan.

## Commercial and Business

It is vital that CBC continues with its commercial approach to Asset Management. Using our assets to generate long term income and ensure they don't cost more than they should is fundamental to achieving this. Having the ability to purchase land and buildings to facilitate development and income streams, will continue to have a positive impact on CBC budgets.

### Strategies

#### Revolving Investment Fund (RIF)

Set up in 2014 with a 5 year forward programme of activity.

Recycles capital receipts into income producing assets.

Allows CBC to be more proactive and commercially focused.

Encourages regeneration and inward investment.

Sale of site at Northern Gateway and Magdalen Street will fund the development at Sheepen Road bringing CBC a low risk high value income stream and enable the site acquisition programme at Vinyard Street and redevelopment of Jacks.

#### Housing Development Strategy

Outline proposal agreed by Cabinet to commence a seven year programme of direct new build housing development on CBC owned sites.

This will secure future income streams.

Creation of a wholly owned Housing Development Company.

Proposals will bring forward private, affordable, key worker and starter homes.

Presents a commercial opportunity for the Council.

#### Digital Strategy - Ultrafast Broadband Network

CBC is installing UFBB that will transform connectivity for businesses in the town centre.

These scheme will encourage inward investment and facilitate the letting of the Creative Business Centre.

£70k income estimated for 2017-2018

Over 200 town centre businesses have expressed interest.

Opportunities to expand the network to other crucial areas such as The Northern Gateway and The Hythe being explored.

## Strategic Land Purchases

CBC is currently looking for land to purchase that has long term prospects where we can add value.

Land would be leased out/land banked or redeveloped.

Using this land to generate sustainable income to support CBC in the future.

## Colchester Ultra Ready for Business - Inward Investment Programme

Long term project to deliver and sustain a healthy economy in Colchester.

Seeking to increase jobs and reduce business and skills leakage (eg commuting).

Promoting Colchester as a great base for investing and doing business.

New website launched November 2016.

Targeting investors and encouraging new businesses to come to Colchester.

### Case Study

#### RIF - Sheepen Road Development

The Council is developing the car park at Sheepen Road to deliver two high quality office buildings. Following a review of the parking arrangements across Colchester after the introduction of the park and ride, the car park was identified as providing an opportunity for an alternative use and one that could help support the Council's income targets and safeguard frontline CBC services by investing internally in Council assets and opportunities.

Using the RIF to fund this project shows how the Council is becoming more commercially focused in order to deliver its borough wide priorities. CBC will retain ownership of the land and buildings. As well as being income producing, this development will keep and create new jobs for Colchester and stimulate further investment across the borough.

Two office buildings have been granted planning permission (19,700 sq ft and 13,000 sq. ft). The first building is well underway and has been pre-let to Essex based financial and legal services provider Birkett Long. The second building will be developed once a tenant has been secured. We are targeting a BREEAM rating of "Very Good" for both buildings. Local building contractors Rose Builders were selected to construct the first building following a competitive tender process.



## Case Study

### Housing Development Strategy

Cabinet Members have approved in principle the outline proposal to commence a seven year programme of direct and new build housing development on Council owned sites. This will be subject to approval of a full business case at a later date.

Cabinet has also approved in principle the creation of a wholly owned Housing Development Company to deliver, or being capable of entering into a joint venture to deliver the proposed programme of development. Officers are currently working up the full business case for Cabinet approval including specialist legal advice on the company structure, further site pre-development work, viability testing and financial modelling.

The Development Strategy will: Bring forward a robust delivery programme of future homes with a range of tenures over the next 7 years such as private market sale, affordable, private rented, key worker and starter homes.

Stimulate economic growth and bring forward a commercial opportunity for the Council in respect of its underutilised land assets which can be used to contribute to wider Borough objectives.





## Case Study

### RIF Digital Strategy - Ultrafast Broadband Network

Delivery of a creative solution for the renewal of the Council's CCTV network which will also provide a new income stream and position Colchester as a great base for investing and doing business.

Utilising the existing CCTV ducting, CBC is installing ultra-fast multimedia fibre optic broad band in the Town Centre. The initiative will mean that for the first time, affordable gigabit fibre connectivity will be available to over 800 town centre businesses, putting Colchester at the forefront of digital technology. It is a significant opportunity for small and medium sized enterprises and will attract inward investment as well as future proofing our CCTV network.

Following a competitive tender process, County Broadband has been awarded the contract to operate, commercialise and market the newly installed network. Income estimates for CBC for 2017-2018 are estimated at £100k.

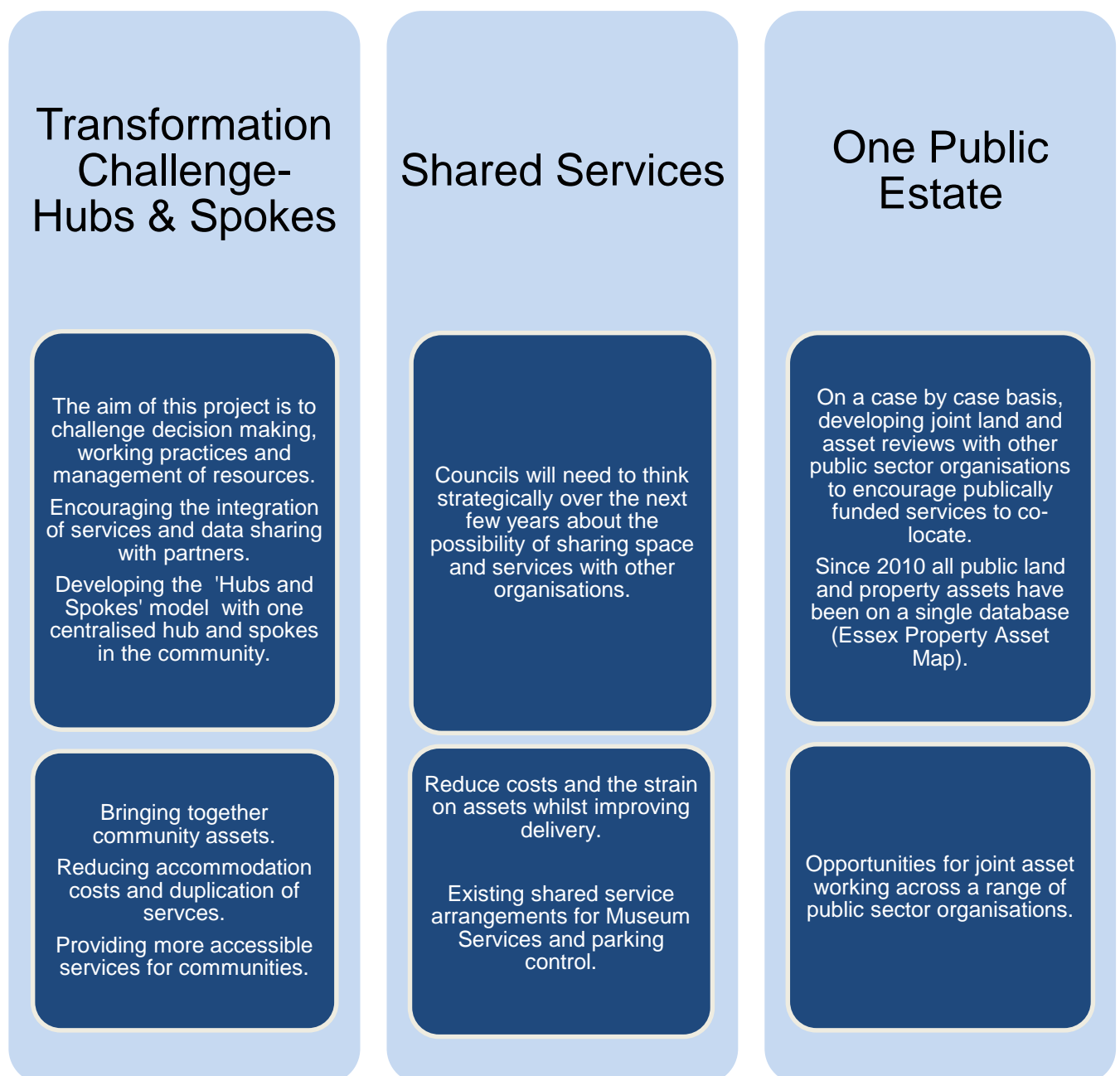
Opportunities to expand the network to other crucial areas such as The Northern Gateway and The Hythe are currently being explored.



## Partnership Working

CBC has a target to make savings over the next 3 years and beyond and therefore we are embracing new ways of working. To support this, we need to be innovative in our way of thinking and in our use of Council assets. Shared spaces and combined service delivery will not only save CBC money but it will also improve the delivery of services and how customers interact with us.

### Strategies



## Joint Venture Vehicles

Joining with other public and private sector organisations to focus on joint venture delivery

Sharing resources for delivery and utilising skills and expertise from the private sector

## Strategic Delivery Partners

South East Local Enterprise Partnership (SELEP)  
Funding opportunities

Economic Plan for Essex - continued work with ECC to promote CBC's pipeline of economic growth projects

### Case Study

#### Community Safety Partnership Hub

A ground-breaking multi-agency initiative which is set to tackle crime and anti-social behaviour in Colchester through a collaboration between key agencies (CBC, Police, Fire, Health). Based at Colchester Police Station, it will provide a more cohesive, holistic approach to crime prevention through partnership working and reduce costs by avoiding duplication of effort.

## Case Study

### Library and Community Hub

This DCLG funded transformation project supports the Digital Challenge, which enables CBC to be more efficient by making the business and our customer interactions more digital whilst also improving customer journeys and integrating systems.

In 2013 this helped to bring together an operational partnership between Essex County Council, Colchester Borough Council and Colchester Community Voluntary Services (CCVS) at the Central Library and Community Hub.

The partnership includes an aim to co-locate and integrate services, at other 'spoke' locations in Colchester where our customers may need access to person or digital customer based services.

A mapping exercise of partner locations has been started and the vision is that spokes could be located in the broader community in places like pharmacies and supermarkets where vulnerable people would most benefit from the service. This is a large piece of work bringing together community assets and supporting customers to change the way they access our services.

The involvement of CCVS in this project and links to the spokes can also support community groups to take on local spaces and manage them sustainably, and work to link local community and voluntary groups.



## **Conclusion**

The next five years and beyond will be a challenging period for public finances. As identified in the AMS however, there are many opportunities for CBC including the increased use of technology and partnership working which will mean we can use our assets in a more effective and joined up way to drive income.

Commercial Services leads on the delivery of CBC's economic growth ambitions and regeneration projects by targeting and facilitating the growth of commercial activities and income generation from its assets to support the wider delivery of Council services for the community.

Our key aims which reflect those in the Council's Strategic Plan 2015-2018 are to:

- Provide a comprehensive service of expert quality property advice
- Ensure assets are assisting with the delivery of long term service goals across the Council for the community
- Use our assets to maximise annual income and capital receipts
- Turn assets from capital to revenue generating income streams
- Ensure assets are fit for purpose with the most appropriate legal agreement in place
- Become more commercial and competitive
- Add value and minimise risk
- Monitor the condition and efficiency of Council assets

Estates is equipped to provide a specialist advisory service and oversee all property related matters which arise from the AMS and it should be involved in any transaction that involves land or buildings.

## **Next Steps**

To implement an Action Plan to support, facilitate and drive the Asset Management Strategy for the next 5 years.



## Cabinet

20 December 2016

Item  
**10(i)**

<b>Report of</b>	<b>Assistant Chief Executive</b>	<b>Author</b>	<b>Richard Clifford</b> ☎ 507832 <b>Zoe Gentry</b> ☎ 506055
<b>Title</b>	<b>Calendar of Meetings 2017-18</b>		
<b>Wards affected</b>	Not applicable		

**This report proposes a Calendar of Meetings for the 2017-2018 Municipal Year**

### 1. Decision(s) Required

- 1.1 Cabinet is requested to approve the draft Calendar of Meetings for the next municipal year from May 2017 to April 2018.
- 1.2 To delegate authority to cancel meetings to the Chairman of the relevant Committee/Panel in conjunction with the Assistant Chief Executive.

### 2. Reasons for Decision

- 2.1 The Calendar of Meetings needs to be determined so that decisions for the year can be timetabled into the respective work programmes and the Forward Plan.
- 2.2 Advance notice of the Calendar of Meetings needs to be made available to external organisations, parish councils and other bodies with which the Council works in partnership and to those members of the public who may wish to attend meetings of the council and make representations.
- 2.3 The meeting rooms also need to be reserved as soon as possible so that room bookings can be made for private functions by private individuals, external organisations and internal Council groups.
- 2.4 A formal arrangement needs to be in place for the cancellation of meetings that no longer need to be held.

### 3. Alternative Options

- 3.1 This proposal has been largely devised based on the current meeting structure and frequency. It would be possible to devise alternative proposals using different criteria.

### 4. Proposals

- 4.1 The attached draft Calendar of Meetings for 2017-18 is largely based on the current meeting structure and frequency of meetings. The following matters have also been taken into consideration:-

- The Municipal Year to begin with the Annual Meeting on 24 May 2017.

- No Cabinet meetings in the six weeks before the local elections in May 2018;
- A minimum of a two week gap between Council and Cabinet meetings.
- To facilitate the hearing of call ins, a Scrutiny Committee meeting to follow after a Cabinet meeting;
- Political group meetings in advance of meetings of Council and Cabinet
- No meetings of Council or Cabinet/Revolving Investment Fund Committee during the party political conference season in late September/early October.

#### 4.2 The Calendar of Meetings 2017-18 comprises:-

- Council – the Annual Meeting plus four Council meetings. Council meetings are scheduled for Wednesdays, with the exception of the December meeting, which is scheduled for a Thursday to avoid the difficulties caused by the clash with late night shopping that would ensue if the meeting were held on Wednesday.
- Cabinet – seven meetings on a Wednesday.
- Governance and Audit Committee – six meetings on a Tuesday.
- Local Plan Committee – six meetings on a Monday.
- Licensing Committee – eight meetings on a Wednesday. A number of Sub-Committee hearings are also scheduled on Friday mornings. Not all of these will necessarily be used as hearings are scheduled on ad-hoc basis as required.
- Planning Committee – 21 meetings on a Thursday. As established in the current schedule, the Committee moves to a three week cycle during July - October with a two weekly cycle throughout the rest of the year.
- Scrutiny Panel – nine meetings on a Tuesday.
- Trading Board – six meetings on a Wednesday.
- Revolving Investment Fund Committee – six meetings on a Wednesday.
- Nine member training sessions between June 2017 and March 2018;
- Occasionally it proves necessary to schedule additional meetings of Committee and Panels at short notice. Six “reserve” dates have been included in the Calendar where meeting rooms will be booked. This will facilitate the scheduling of additional/urgent meetings. These meeting dates will not be used unless needed.
- The following Civic events have also been included for completeness:

Opening of the Oyster Fishery 1 September 2017  
 Oyster Feast 27 October 2017  
 Remembrance Sunday 12 November 2017  
 St George’s Day Service 22 April 2018

4.3 The Governance Committee is currently undertaking a review of meetings processes and ways of working, which is looking at issues including the timing and location of meetings. If the outcome of the review should have any implications for the Calendar this will be considered at that point. However, it would be practical to delay agreeing the Calendar o await the outcome of the review.

## **5. Financial implications**

5.1 In general terms the costs are those associated with the meetings process such as the number of panels/committee, hallkeeping charges, agenda printing costs and members travelling allowances. The costs are covered by existing budgets.

## **6. Consultation**

6.1 Consultation has been undertaken with the Mayor, the Deputy Mayor, Executive Management Team, Heads of Service and Colchester Borough Homes.

## **7. Publicity Implications**

7.1 The dates of council meetings are published on the Council's website. They are also distributed to parish council and advertised at Council offices and libraries throughout the borough.

## **8. Equality and Diversity Implications**

8.1 An Equality Impact Assessment covering the Council's decision making and meetings processes has been completed and can be found by on the Council's website [www.colchester.gov.uk](http://www.colchester.gov.uk) following the route: Home/Council and Democracy/Polices, Strategies and Performance/Equality and Diversity/Equality Impact Assessments/Decision Making and Meetings or by clicking on the link below:-

[Decision Making and Meetings EQIA](#)

## **9. Standard References**

9.1 It is considered that there are no direct Strategic Plan references, human rights, community safety, health and safety and risk management implications raised by this report.

		May		June		July		August
Mon	1	Bank Holiday						
Tue	2						1	
Wed	3						2	Trading Board
Thu	4		1				3	
Fri	5		2				4	
Sat	6		3		1		5	
Sun	7		4		2		6	
Mon	8		5	Groups	3		7	Local Plan Committee
Tue	9		6	Governance and Audit Committee	4	Training	8	
Wed	10		7	Cabinet	5		9	Revolving Investment Fund Committee
Thu	11		8	Planning Committee	6	Planning Committee	10	
Fri	12		9		7	Licensing Sub-Committee*	11	
Sat	13		10		8		12	
Sun	14		11		9		13	
Mon	15		12	Local Plan Committee	10	Groups	14	
Tue	16		13	Scrutiny Panel	11		15	
Wed	17		14		12	Cabinet	16	Reserve Meeting date
Thu	18		15		13		17	Planning Committee
Fri	19		16	Licensing Sub-Committee*	14		18	
Sat	20		17		15		19	
Sun	21		18		16		20	
Mon	22		19		17		21	
Tue	23		20	Training	18	Scrutiny Panel	22	Scrutiny Panel
Wed	24	Annual Meeting	21	Trading Board	19	Licensing Committee	23	
Thu	25	Planning committee	22	Planning Committee	20		24	
Fri	26	Licensing Sub-Committee*	23		21		25	
Sat	27		24		22		26	
Sun	28		25		23		27	
Mon	29	Bank Holiday	26		24	Groups	28	Bank Holiday
Tue	30		27	Reserve Meeting date	25	Governance and Audit Committee	29	
Wed	31	Licensing Committee	28	Revolving Investment Fund Committee	26	FULL COUNCIL	30	Licensing Committee
Thu			29		27	Planning Committee	31	
Fri			30		28	Licensing Sub-Committee*		
Sat					29			
Sun					30			
Mon					31			
Tue								

\* Daytime meeting      Light shading = Essex school holidays



2017

		September		October		November		December
Mon								
Tue								
Wed					1	<b>FULL COUNCIL</b>		
Thu					2	<b>Planning Committee</b>		
Fri	1	<b>OPENING OF THE FISHERIES</b>			3		1	
Sat	2				4		2	
Sun	3		1		5		3	
Mon	4	<b>Groups</b>	2	<b>Local Plan Committee</b>	6		4	<b>Groups</b>
Tue	5	<b>Training</b>	3	<b>Training</b>	7	<b>Scrutiny Panel</b>	5	<b>Training</b>
Wed	6	<b>Cabinet</b>	4	<b>Licensing Committee</b>	8	<b>Training</b>	6	<b>Revolving Investment Fund Committee</b>
Thu	7	<b>Planning Committee</b>	5		9		7	<b>FULL COUNCIL</b>
Fri	8	<b>Licensing Sub-Committee*</b>	6		10		8	<b>Licensing Sub-Committee*</b>
Sat	9		7		11		9	
Sun	10		8		12	<b>Remembrance Sunday</b>	10	
Mon	11		9	<b>Groups</b>	13		11	
Tue	12	<b>Scrutiny/Crime and Disorder</b>	10		14	<b>Reserve Meeting date</b>	12	<b>Scrutiny Panel</b>
Wed	13	<b>Licensing Committee</b>	11	<b>Cabinet</b>	15	<b>Trading Board</b>	13	<b>Licensing Committee</b>
Thu	14		12		16	<b>Planning Committee</b>	14	<b>Planning Committee</b>
Fri	15		13		17	<b>Licensing Sub-Committee*</b>	15	
Sat	16		14		18		16	
Sun	17		15		19		17	
Mon	18		16		20	<b>Groups</b>	18	<b>Local Plan Committee</b>
Tue	19	<b>Governance and Audit Committee</b>	17	<b>Governance and Audit Committee</b>	21		19	
Wed	20	<b>Trading Board</b>	18	<b>Revolving Investment Fund Committee</b>	22	<b>Cabinet</b>	20	
Thu	21		19	<b>Planning Committee</b>	23		21	
Fri	22		20	<b>Licensing Sub-Committee*</b>	24		22	
Sat	23		21		25		23	
Sun	24		22		26		24	
Mon	25		23		27		25	
Tue	26		24		28	<b>Governance Committee</b>	26	
Wed	27	<b>Reserve Meeting date</b>	25		29		27	
Thu	28	<b>Planning Committee</b>	26		30	<b>Planning Committee</b>	28	
Fri	29	<b>Licensing Sub-Committee*</b>	27	<b>OYSTER FEAST</b>			29	
Sat	30		28				30	
Sun			29				31	
Mon			30	<b>GROUPS</b>				
			31					

<sup>1</sup>Daytime meeting Light shading = Essex school holiday;

## 2018

		January		February		March		April
Mon	1							
Tue	2							
Wed	3							
Thu	4	Planning Committee	1	Planning Committee	1	Planning Committee		
Fri	5		2	Licensing Sub-Committee*	2			
Sat	6		3		3			
Sun	7		4		4		1	
Mon	8		5		5		2	Bank Holiday
Tue	9	Training	6		6	Governance and Audit Committee	3	
Wed	10	Revolving Investment Fund Committee	7		7	Trading Board	4	
Thu	11		8		8		5	
Fri	12	Licensing Sub-Committee*	9		9	Licensing Sub-Committee*	6	
Sat	13		10		10		7	
Sun	14		11		11		8	
Mon	15		12		12	Groups	9	
Tue	16	Governance Committee	13	Training	13	Reserve Meeting date	10	
Wed	17	Licensing Committee	14		14	Cabinet	11	
Thu	18	Planning Committee	15	Planning Committee	15	Planning Committee	12	Planning Committee
Fri	19		16		16		13	
Sat	20		17		17		14	
Sun	21		18		18		15	
Mon	22	Local Plan Committee	19	Groups	19	Local Plan Committee	16	
Tue	23	Reserve Meeting date	20		20	Training	17	
Wed	24	Trading Board	21	FULL COUNCIL	21	Licensing Committee	18	
Thu	25		22		22		19	
Fri	26		23	Licensing Sub-Committee*	23	Licensing Sub-Committee*	20	
Sat	27		24		24		21	
Sun	28		25		25		22	St George's Day Service
Mon	29	Groups	26		26		23	
Tue	30	Scrutiny Panel	27	Scrutiny Panel	27	Scrutiny Panel	24	
Wed	31	Cabinet	28	Revolving Investment Fund Committee	28		25	
Thu					29	Planning Committee	26	Planning Committee
Fri					30	Bank Holiday	27	Licensing Sub-Committee*
Sat					31		28	
Sun							29	
Mon							30	

\* Daytime meeting; Light shading = Essex school holidays

**2018**

		<b>May</b>
Mon		
Tue	1	
Wed	2	
Thu	3	<b>Elections</b>
Fri	4	
Sat	5	
Sun	6	
Mon	7	Bank Holiday
Tue	8	
Wed	9	
Thu	10	
Fri	11	
Sat	12	
Sun	13	
Mon	14	
Tue	15	
Wed	16	
Thu	17	
Fri	18	
Sat	19	
Sun	20	
Mon	21	<b>Groups</b>
Tue	22	
Wed	23	<b>Annual Meeting</b>
Thu	24	
Fri	25	
Sat	26	
Sun	27	
Mon	28	Bank Holiday
Tue	29	
Wed	30	
Thu	31	
Fri		
Sat		
Sun		
Mon		
Tue		

