

Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Tuesday, 08 July 2014 at 18:00**

The Scrutiny Panel examines the policies and strategies from a borough-wide perspective and ensure the actions of the Cabinet accord with the Council's policies and budget. The Panel reviews corporate strategies that form the Council's Strategic Plan, Council partnerships and the Council's budgetary guidelines, and scrutinises Cabinet or Portfolio Holder decisions which have been called in.

Information for Members of the Public

Access to information and meetings

You have the right to attend all meetings of the Council, its Committees and Cabinet. You also have the right to see the agenda, which is usually published 5 working days before the meeting, and minutes once they are published. Dates of the meetings are available at www.colchester.gov.uk or from Democratic Services. Occasionally meetings will need to discuss issues in private. This can only happen on a limited range of issues, which are set by law. When a committee does so, you will be asked to leave the meeting.

Have Your Say!

The Council values contributions from members of the public. Under the Council's Have Your Say! policy you can ask questions or express a view to most public meetings. If you wish to speak at a meeting or wish to find out more, please refer to Attending Meetings and "Have Your Say" at www.colchester.gov.uk

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Access

There is wheelchair access to the Town Hall from St Runwald Street. There is an induction loop in all the meeting rooms. If you need help with reading or understanding this document please use one of the contact details at the bottom of this page and we will try to provide a reading service, translation or other formats you may need.

Facilities

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Scrutiny Panel – Terms of Reference

1. To fulfil all the functions of an overview and scrutiny committee under section 9F of the Local Government Act 2000 (as amended by the Localism Act 2011) and in particular (but not limited to):

- (a) To review corporate strategies;
- (b) To ensure that actions of the Cabinet accord with the policies and budget of the Council;
- (c) To monitor and scrutinise the financial performance of the Council, performance reporting and to make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions;
- (d) To review the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic and Implementation Plans;
- (e) To review the financial performance of the Council and to make recommendations to the Cabinet in relation to financial outturns, revenue and capital expenditure monitors;
- (f) To review or scrutinise executive decisions made by Cabinet, the North Essex Parking Partnership Joint Committee (in relation to decisions relating to offstreet matters only) and the Colchester and Ipswich Joint Museums Committee which have been made but not implemented referred to the Panel pursuant to the Call-In Procedure;
- (g) To review or scrutinise executive decisions made by Portfolio Holders and officers taking key decisions which have been made but not implemented referred to the Panel pursuant to the Call-In Procedure;
- (h) To monitor the effectiveness and application of the Call-In Procedure, to report on the number and reasons for Call-In and to make recommendations to the Council on any changes required to ensure the efficient and effective operation of the process;
- (i) To review or scrutinise decisions made, or other action taken, in connection with the discharge of functions which are not the responsibility of the Cabinet;
- (j) At the request of the Cabinet, to make decisions about the priority of referrals made in the event of the volume of reports to the Cabinet or creating difficulty for the management of Cabinet business or jeopardising the efficient running of Council business;

2. To fulfil all the functions of the Council's designated Crime and Disorder Committee ("the Committee") under the Police and Justice Act 2006 and in particular (but not limited to):

- (a) To review and scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
- (b) To make reports and recommendations to the Council or the Cabinet with respect to the discharge of those functions.

COLCHESTER BOROUGH COUNCIL
Scrutiny Panel
Tuesday, 08 July 2014 at 18:00

Member:

Councillor Beverly Davies
Councillor Marcus Harrington
Councillor Mark Cable
Councillor Dominic Graham
Councillor Jo Hayes
Councillor Peter Higgins
Councillor Mike Hogg
Councillor Sue Lissimore
Councillor Chris Pearson

Chairman
Deputy Chairman

Substitutes:

All members of the Council who are not Cabinet members or members of this Panel.

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 Substitutions

Members may arrange for a substitute councillor to attend a meeting on their behalf, subject to prior notice being given. The attendance of substitute councillors must be recorded.

3 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.

4 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.

5 Minutes

8 - 15

To confirm as a correct record the minutes of the meeting held on the 18 March 2014.

6 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 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 not on this agenda.

7 Cabinet decisions Taken Under Special Urgency Provisions

To consider any Cabinet decisions taken under the special urgency provisions.

8 Portfolio Holder decisions taken under special urgency provisions

To consider any Portfolio Holder decisions taken under the special urgency provisions.

9 Referred items under the Call in Procedure

To consider any decisions taken under the Call in Procedure.

10 Items requested by members of the Panel and other Members

(a) To evaluate requests by members of the Panel for an item relevant to the Panel's functions to be considered.

(b) To evaluate requests by other members of the Council for an item relevant to the Panel's functions to be considered.

Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to the panel's terms of reference for further procedural arrangements.

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|-----------|--|--------------|
| 11 | Work Programme 2014/15
See report from the Assistant Chief Executive. | 16 - 17 |
| 12 | Review of Colchester Borough Homes' Performance 2013/14
See report by Assistant Chief Executive | 18 - 57 |
| 13 | Year End 2013/14 Performance Report including progress on Strategic Plan Action Plan
See report by Assistant Chief Executive | 58 - 113 |
| 14 | Financial Monitoring Report – End of Year 2013/14
See report by Assistant Chief Executive | 114 -
131 |
| 15 | Capital Expenditure Monitor 2013/14
See report attached by Assistant Chief Executive | 132 -
141 |

16 **Exclusion of the Public (Scrutiny)**

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential 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)

SCRUTINY PANEL

18 MARCH 2014

<i>Present :-</i>	Councillor Beverly Davies (Chairman) Councillors Dave Harris, Jo Hayes, Marcus Harrington, Peter Higgins and Mike Hogg.
<i>Apologies :-</i>	Councillor Nick Cope Councillor Gerard Oxford
<i>Substitute Member :-</i>	Councillor Pauline Hazell for Councillor Kevin Bentley
<i>Also present :-</i>	Councillor Anne Turrell, Councillor Bill Frame, Councillor Paul Smith

56. Minutes

The minutes of the meetings held on the 11 February 2014 and the 24 February 2014 were confirmed as correct records.

57. Work Programme 2013-14

The Panel considered a report by the Assistant Chief Executive confirming the completed Work Programme for the Panel for 2013-14.

Councillor Harris commented that it would be useful for councillors on the Panel to view the items that are required for scheduling on the forward work programme in the next municipal year. Councillor Davies confirmed that work on the forward plan for the next municipal year will commence shortly.

RESOLVED that the completed Work Programme 2013-14 be noted.

58. Colchester Community Stadium Limited Review

Councillor Harrington (in respect of being a work colleague of Mr Gilham's spouse) declared a non-pecuniary interest in this item pursuant to the provisions of Meetings General Procedure Rule 7 (5).

The Panel received a report from the Assistant Chief Executive, containing information provided by Colchester Community Stadium Limited (CCSL). David Murthwaite and Clive Gilham, Chairman and Chief Executive of Colchester Community Stadium Limited attended the meeting and gave a presentation to the Panel.

David Murthwaite outlined that this was the third occasion that Colchester Community Stadium Limited had attended the Scrutiny Panel, with each appearance providing an

opportunity to learn and continuously improve the stadium. Mr Murthwaite outlined the main issues arising from the Scrutiny meeting in March 2012, which included the community use of the stadium, marketing, growth and expansion of the stadium, the travel plan and the leases currently in place.

Since CCSL last attended the Scrutiny Panel, there have been a number of changes in the Stadium's arrangements;

- There has been a reduction of two posts on the Colchester Community Stadium Board. There are now three independent positions, two from Colchester Borough Council, and one from the football club.
- The Colchester United Community Sports Trust entered liquidation.
- The original five year contract with the Management Company came to an end. A new ten year contract with the Management Company has now commenced.

Clive Gilham, Chief Executive of Colchester Community Stadium Limited, updated the Panel as to the circumstances of the Trust's liquidation, which culminated in a loss of revenue of £3,000 for CCSL, and the Management Company taking over the space vacated at the Stadium. In addition, Mr Gilham stated that the leases for CCSL were now set up and permanently in place for the future. This included the contract with the Management Company, and the Football Club in their role as tenants of the Stadium.

With regards to the level of finance, the past financial year saw a profit of £15,000, with a similar amount predicted for the end of this financial year. The profit made to date has been reinvested, by enabling borrowing to upgrade the Stadium's car park at a cost of £150,000.

Colchester Community Stadium Limited by the end of this financial year will have paid back in full and on time, a loan of £35,000 which was provided by Colchester Borough Council as part of the original agreement. This means that the financial position of CCSL is looking positive, with a net level of borrowings at £50,000 due to the upgrade of the car park.

During the first five years of the Stadium, there was a target of 24 community events per year involving not for profit or charity organisations. At these events, the Stadium would provide free room hire, and provide catering services at cost. The target of 24 events was not achieved in the first few years of operation, but more recently the number of events has been higher. Attendance for both football and non-football events has increased year on year.

Clive Gilham then covered the contract arrangements with the Management Company. Performance of the contract is managed by twelve key performance indicators. The end of year report in 2010 featured 6 green indicators, 4 amber, and 1 categorised as red. As of the last report at the end of May 2013, all were categorised as green, apart from one amber indicator which referred to the timeliness of reporting. The rent for the Stadium is £52,000 per annum which is linked to inflation. CCSL receives a 6.5% share of the profits made by the Management Company.

The new ten year contract with the Management Company has introduced new elements including the addition of a sinking fund to allow for any breakages at the stadium to be addressed. The contract also includes £500,000 to be invested in the stadium over the next five years; £250,000 of this investment must be permanent. There is also a set of golden targets, which if achieved will provide an incentive to extend the contract by a further five years, although this doesn't impose a legal requirement to do so.

Colchester Community Stadium Limited has sought to improve the number of community events taking place, and have set up the Community Yield. This looks to assess the events that are taking place and categorise them in terms of the benefit they have on the local community. Whilst football is included as part of the community function this does not have the effect on the local community that other not for profit or charity events may have. Clive Gilham highlighted a number of high quality community events that have taken place over the last five months, some examples of these were a Crucial Crew event and a Careers Convention.

With regard to the future of the stadium, a lot has been learnt over the past few years both in the commercial and community aspect. Both of these elements benefit each other, as with increased usage and awareness there is more scope for additional revenue and profit for the Stadium.

The following issues were identified by Panel members.

- Councillor Harrington – How are community events categorised, when compiling comparative information for the community yield?
- Councillor Higgins – Asked for clarification on the statistics for Directors pay; what the £250,000 available for Stadium development will be used on; whether the stadium currently has any maintenance issues?
- Councillor Harrington – Noted that the PA system within the stadium doesn't always function correctly.
- Councillor Harris – Asked for statistics for each Community Yield events category, and noted that whilst not all events maybe aimed specifically at the community, they still provide engagement and a greater level of awareness of the stadium within the community.
- Councillor Hazell – Have there been any complaints about the display screens being made visible from the A12?
- Councillor Harrington – Request that the information titled 'points' displayed in Appendix 4, should be titled multiplier to reflect the categorisation of community event and its value on the Community Stadium.
- Councillor Davies – What responsibilities does the Stadium have with the local area in which is it located? Would the organisation consider working with other sporting organisations?
- Councillor Hogg – Does the Colchester Community Stadium consider holding events that represent community diversity in Colchester?
- Councillor Hayes – How many exhibitions have taken place at the Stadium, and is there scope for further music events or festivals to take place?

In response to the issues raised, the following information was provided by Clive Gilham and David Murthwaite:

- The Events Committee set up by the Colchester Community Stadium Board assess each community event to determine which category it should fall under. The Events Committee is made up of individuals from different outside bodies and community organisations to ensure objectivity. An example of this is that the Crucial Crew event would be categorised an A, whereas football would be categorised an E.
- There has been no increase in the level of pay for Directors. The £250,000 must be spent on credible ideas that provide a boost to the Community Stadium. This may include items such as the development of the Stadium screen, other areas within the

Stadium, and non-physical elements such as marketing and promotion that will improve the visibility of the Stadium. There is a five year period in which this money must be spent. There are currently no known issues with the Stadium at present; the money set aside for development cannot be spent on maintenance and must be used on making improvements that will provide greater revenue generation.

- CCSL is aware of some issues with the PA system, which will be fixed.
- Events in the past tended to score between B-C on the community yield scale. In terms of advertising for the Stadium the benefits have been significant from the screen display towards the A12. CCSL would like more opportunity to advertise local community events that are not taking place at the Stadium on the screen; requiring submission of an alteration to the original planning consent, which states that only those events at Colchester Community Stadium can be advertised.
- One or two complaints were received at the beginning of the A12 screen's use, but none have been received since.
- Noted that there were some presentational changes to be made, and commented that the Events Committee would be looking at the information prior to it being confirmed.
- The responsibility of the Stadium in the community goes across North Colchester; the more people that live in that area, the more can be achieved. The Stadium is eager to work with the local area and any new developments that take place. It is an excellent opportunity. CCSL is keen to work with all forms of sporting associations and organisations to further improve access to sport.
- In terms of diverse community events, the Stadium has in the past held a number of weddings and events from different religious backgrounds and is extremely keen to hold further events from across the community.
- The Stadium held a Business East conference at the beginning of March which was well attended. There will also be an Elton John concert taking place at the end of June, which will be the first event to trial the arrangements including the travel plan. The original aim of the CCSL is to hold three concerts each summer.

RESOLVED that:

- a) The Panel thanked Clive Gilham and David Murthwaite for attending the meeting and giving a presentation.
- b) The review of Colchester Community Stadium Limited be noted.
- c) Colchester Community Stadium Limited be invited back to the Scrutiny Panel in the spring of the next municipal year for further review.

59. Review of Council's overall IT provision

The Panel received a presentation from Matthew Sterling, Assistant Chief Executive and Lee French, ICT Manager about the overall provision of IT at Colchester Borough Council.

Matthew Sterling introduced the presentation, and outlined the main aims of Colchester Borough Council's IT provision. These were to ensure that business continues as usual, that the service complies with the law, and also enables change within the authority.

Lee French highlighted the scope of IT provided at Colchester Borough Council, with requirements for storing data, ensuring that the data is secured, and that the IT service is kept up to date. Providing IT services is consistently challenging due to the complex technical environment and the interdependence across the organisation.

The current set up at Colchester Borough Council uses the client-contract model, which has been in place since 1995. This model relies on an internal team to define what is required and identify solutions, with the external contractor providing the support and maintenance for the systems' used. The IT at Colchester Borough Council uses a number of external contractors, the main providers are Capita Secure Information Systems that provide the computer support and Virgin Media who provide the telephone system.

In terms of the financial position of IT provision at Colchester Borough Council, the cost for licenses and contracts is £1,408,200 for the main applications. The Capita contract, costing £828,000 in this financial year with subsequent reductions year on year, is a relatively recent development and is in conjunction with three other local authorities in the local area. Overall the contract reduced the cost of support for Colchester Borough Council by £500,000 in its first year. The annual cost of the telephone contract from Virgin Media is £136,000.

The total budget for staff in the IT team is £455,500, but this has reduced further to £425,000 this year. Each year for the last three years there has been a reduction in staff costs in the team.

The provision of customer facing IT is changing at the Council, as part of the Universal Customer Contact Fundamental Service review (UCC FSR). A total of £2.7m was set aside to help channel shift and a refresh of customer self-service.

Over last few years, a number of significant changes have taken place in IT provision at the Council.

- 2005 – Customer Service Centre Implementation; improved services available to the customer.
- 2009 – Virtualisation; reduced the number of PC's required for staff, and enabled flexible working arrangements so that approximately 200 members of staff work remotely every day, and 800 are enabled to do so.
- 2011 – iConnect; self-service provision at the Council helped to provide channel shift and better access for customers.
- 2013 – Universal Customer Contact Fundamental Service Review

IT provision at Colchester Borough Council is a significant part of the UCC FSR, aiming to improve the current customer facing culture of the organisation, but also the facilities in general. Part one of the review is replacing the iConnect system, which is currently used in the Customer Service Centre, with a Northgate system based on Microsoft's Customer Relationship Management System (CRM). In addition the current provider of the Colchester Borough Council website will provide a knowledge base. Old and obsolete hardware is being replaced, and new back-up system has also been put in place, addressing issues from the previous system, and the Council will be removing all remaining equipment from Angel Court.

Further plans are in place to update the entire Borough Council from Windows XP to Windows 7 and Office 2010.

Lee French also stated that the current Virgin Media telephone contract is coming to an end in June, as the system is now obsolete. The IT team have identified a new solution through project management and are on the verge of going into a contract with another organisation.

With regards to information security, the Borough Council is currently compliant with the new Government standard Public Services Network. Maintaining this requires further remedial work, especially with the additional issues around smartphones, tablets and file access.

In terms of the provision of ICT for Councillors Lee French and Matthew Sterling outlined that it would be based on the work undertaken by the ICT and Community Engagement Task and Finish group. The aim for the future is to ensure that Councillors have the correct means to access the important information that is required, as well as e-mails and contact details of officers. It was noted that the Virtual Desktop Infrastructure (VDI), which is in place and successful for staff, does not necessarily fulfil the requirements of Councillors.

In terms of devices, most Councillors are using their own equipment and will continue to be able to. However, where they cannot supply their own kit requests can be put through to the IT team

To conclude the presentation, Lee French stated that the IT service as provided is going through a significant change as part of the Fundamental Service Review. Through the new contracts, and other elements, the costs of IT in the organisation are reducing, whilst being shaped ready for the future.

The following issues were identified by Panel members

- Councillor Davies – Questioned whether there are any current issues regarding the IT used in refuse vehicles?
- Councillor Harris – Is there scope for updating the current system to enable printing from a tablet? Also cited examples where the Colchester Borough Council website had not been updated to reflect the details of new Councillors that had been elected.
- Councillor Hazell – A number of issues have occurred recently in forwarding e-mails from a .gov account to a personal account, can the position of the Council be clarified?
- Councillor Hogg – Noted the time it takes to remotely log in to the VDI system and the requirement of special equipment to do this.
- Councillor Harris – Does the Council have the ability to remotely wipe content from mobile devices?
- Councillor Harrington – Expressed the view that the IT system may be seen as not good value for money with the time it takes to load, and the age of some of the equipment used. It was also reported that the Planning application call-in form was proving difficult to access.
- Councillor Higgins – How many staff are currently employed in the IT team? What moves are there for the IT provision to include cloud computing, and what plans does Colchester Borough Council have in place if a catastrophic IT failure occurs?
- Councillor Higgins – Is there an issue with bargaining power when tendering for new IT contracts, as Capita are involved with a number of Local Authorities?
- Councillors Higgins – With the planned refresh of the website, will the Council use a mystery shopper system to assess its quality?
- Councillor Hayes – Commented on possible postcode and location inaccuracies when searching through planning application maps. As well as reiterating the difficulty of accessing the Call-in form. Councillor Hayes also enquired whether the website had been reviewed for visually impaired users.
- Councillor Hayes – What provision will replace the VDI arrangement?

- Councillor Davies – Reiterated the requirements for Councillors, particularly to have access to the Hub, People Finder, and Call-in forms for Councillors.
- Councillor Harris – Are there enough access terminals provided for members of the public? Has the service been tested for being fit for purpose?

In response to the issues raised, the following information was provided by Lee French and Matthew Sterling:

- The technology in refuse collection vehicles is managed by that particular service rather than falling under the responsibility of IT. Information will be provided to the Panel regarding this question following the meeting.
- The technology to enable printing from a tablet device does exist; however this will require further work to ensure compatibility with the government's regulations. In addition it was stated that government advice for the use of personal devices for work purposes state a preference for partitioning the device.
- Councillor Smith, stated that guidance from the government recommended that a separate device for each authority a councillor may serve, which is very restrictive.
- Updating the website falls under another team, rather than the ICT team. Colchester Borough Council is currently in the process of redesigning the website, and reducing the number of pages that exist which will improve the speed of updates.
- With regard to the forwarding of e-mails by Councillors, it was necessary to ensure that no personal details or data was involved.
- The log on time for the Virtual Desktop Interface (VDI) has been improving recently, with developments in the servers used. It is noted that the VDI system does not provide the best form of access to content for Councillors, and the intention is to remove that element. However, the VDI system does provide the access level that officers in the authority require.
- All non-VDI devices that are provided by the Council have the appropriate level of encryption which means that to access the hard disk a code is required. The IT team are currently reviewing the best method for remotely wiping tablets and other mobile devices that may be used by members of staff.
- The old infrastructure is getting towards the end of its working life, and investment is being made. There are scheduled upgrades from Windows XP to Windows 7. A strategic and balanced approach is required to ensure that Colchester Borough Council has the systems in place to fulfil the requirements but that it is affordable.
- The IT team currently has twelve employees, with one current vacancy. The use of cloud computing is built into the new Capita contract. There is currently some investigatory work being undertaken in sharing servers with Braintree District Council, which would create a form of private cloud based system. With regard to the recovery systems in case of failure. This is being looked at as part of the co-location of servers.
- The Council received 40 expressions of interest from companies looking to supply IT support services, so the level of bargaining power in creating an IT contract still remains.
- The Council participates in the annual Society of Information Technology Management (SOCITM), Better Connected survey. The aim of this survey is to ensure Local Authority websites follow best practice and are accessible. Colchester Borough Council website recently retained its 3Star accreditation. As part of the review of the website the number of pages is being reduced to make it more manageable, as it currently holds over 400 individual pages.

- The software used for planning mapping is called CMaps, with the responsibility falling under the IT team, which will be looked at. The call-in form will be handled by Professional services and under the new website will be easier to access.
- The website will be put under thorough review, with the aim of making it more task orientated. The accessibility of the site will be tested with advice sought.
- Staff will remain using VDI, with a recent move to new servers already speeding up the service. Unfortunately the virtualisation process hasn't been a success for most Councillors, and so this will be changed to give greater accessibility to the areas that are most important. Currently Councillors are able to access their e-mails and calendars on their own devices. In the near future a web based application, that will also be available on smartphones and tablets, will provide direct access to meeting papers and agendas.
- In response to Councillor Harris, it was confirmed that significant testing and assessment of the new system will be undertaken. A steering group meets regularly to discuss issues, and holds frequent conversations with the supplier. This online provision to customers and the amount of equipment provided at the Community Hub in the Library will remain under constant review to improve customers' experience. Further research is being undertaken with the help of Parish Councils, and the County Council on how to best use existing facilities across the public sector to improve accessibility.

RESOLVED that the review of the overall provision of IT at Colchester Borough Council be noted.

Report of Assistant Chief Executive

Author Jonathan Baker
Tel. 282274

Title Work Programme 2014-15

Wards affected Not applicable

1. Decisions Required

- 1.1 The Panel is asked to consider and comment on the 2014-15 Work Programme.

2. Alternative options

- 2.1 This function forms part of the Panel's Terms of Reference and, as such, no alternative options are presented.

3. Supporting Information

- 3.1 The Panel's work programme will evolve as the Municipal Year progresses and items of business are commenced and concluded. At each meeting the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances.
- 3.2 During the previous municipal year the Scrutiny Panel requested that a number of items be included in the Work Programme for 2014/15. This includes a review of the Sport and Leisure Fundamental Service Review, and an update of the Corporate and Financial Management Fundamental Service Review which are both scheduled for November. There is also an Arts Review scheduled for the meeting in March.
- 3.3 The review of Colchester Hospital is yet to be scheduled for this municipal year, and the review of Colchester Community Stadium Board will now take place in the next municipal year.

4. Strategic Plan References

- 4.1 The Council recognises that effective local government relies on establishing and maintaining the public's confidence, and that setting high standards of self governance provides a clear and demonstrable lead. Effective governance underpins the implementation and application of all aspects of the Council's work.

5. Standard References

- 5.1 There are no particular references to publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications.

Meeting date / agenda items and relevant portfolio
8 July 2014 <ol style="list-style-type: none"> 1. Review of Colchester Borough Homes' Performance 2013/14 2. Year End 2013/14 Performance Report including progress on Strategic Plan Action Plan 3. Financial Monitoring Report – End of Year 2013/14 4. Capital Expenditure Monitor 2013/14
19 August 2014 <ol style="list-style-type: none"> 1. Budget Strategy, Timetable and MTFF (Leader / Business and Resources) 2. Annual Report on Treasury Management (Business and Resources) 3. 2014-15 Capital Monitor, period April – June 4. 2014-15 Financial Monitor, period April – June 5. Annual Scrutiny Report
16 September 2014 <ol style="list-style-type: none"> 1. Safer Colchester Partnership (Crime and Disorder Committee) (Planning and Community Safety)
21 October 2014
11 November 2014 <ol style="list-style-type: none"> 1. Review of the Sport and Leisure Fundamental Service Review 2. Corporate and Financial Management Fundamental Service Review – One Year Business Case Update 3. 2014-15 Revenue Monitor, period April – September 4. 2014-15 Capital Monitor, period April – September 5. Treasury Management – Half yearly update
2 December 2014
27 January 2014 <ol style="list-style-type: none"> 1. 2015-16 Revenue Budget, Capital Programme and MTFF (Pre-scrutiny of Cabinet Decision (Leader / Business and Resources) 2. Treasury Management Investment Strategy 3. 2014-15 6-monthly Performance report and SPAP (Leader / Business and Resources)
24 February 2014 <ol style="list-style-type: none"> 1. 2014-15 Capital Monitor, period April – December 2. 2014-15 Revenue Monitor, period April – December
17 March 2014 <ol style="list-style-type: none"> 1. Arts Review

Report of	Head of Commercial Services	Author	Gareth Mitchell/Joanne Webb ☎ 506575
Title	Review of Colchester Borough Homes' Performance 2013/14		
Wards affected	Not applicable		

The Panel is invited to review the 2013/14 performance of the Council's Arms Length Housing Management Organisation, Colchester Borough Homes.

1. Action required

- 1.1 The panel is invited to review the performance of Colchester Borough Homes (CBH) during 2013/14, having particular regard to:-
- CBH Performance Summary Information March 2014
 - CBH Annual Delivery Plan 2013-14 Q4 progress report

Greg Falvey, the Chief Executive of Colchester Borough Homes, will attend Scrutiny Panel to present the performance information and also brief panel members on performance management arrangements for 2014/15 and beyond.

- 1.2 The Panel is also invited to make any recommendations to the Portfolio Holder for Housing and Public Protection on CBH performance and the arrangements for monitoring that performance.
- 1.3 The Panel is asked to consider recommending that a review of CBH performance is incorporated into the Scrutiny Panel work programme each June/July.

2. Reason for scrutiny

- 2.1 CBH is a wholly-owned arms length company of the Council and delivers the majority of the Council's housing functions, in particular those connected with the Council's tenants and the Council's housing stock. As such CBH has a key role to play in contributing to the achievement of the Council's strategic objectives. It is therefore appropriate for Scrutiny Panel to review the performance of CBH on an annual basis.

3. New Housing Arrangements

- 3.1 The Council signed a new ten year management agreement with CBH in August 2013. Following this, and in keeping with the provisions in the new management agreement, CBH have developed a Medium Term Delivery Plan for 2014-17. This plan sets out how CBH will contribute to the achievement of the Council's strategic housing objectives for this key area of the Council's responsibilities. The plan was developed collaboratively between CBH and Council colleagues, has been approved by the CBH Board and has the support of the Portfolio Holder for Housing and Public Protection. From 2014/15 onwards this plan becomes the key document for reporting on and monitoring CBH performance, both for the CBH Board and for the Council.

- 3.2 As part of these new housing arrangements, additional services were transferred to CBH in November 2013, including the Housing Options service, administration of Disabled Facilities Grants and the Right to Buy process and the delivery of Energy Performance Certificates.
- 3.3 The new Management Agreement includes a Liaison Protocol which sets out how CBC and CBH will make decisions and how the Council will monitor performance. This includes a quarterly Principal Liaison meeting to monitor strategic, operational, financial and performance matters, including agreeing annual targets and reviewing progress against these, monitoring progress against the Medium Term Delivery Plan, and overseeing the direction & implementation of the Asset Management Strategy & the Housing Revenue Account Business Plan. The Liaison Protocol also sets out the informal liaison arrangements between the Chief Executives of CBC and CBH and between the Chief Executive of CBH and the “Council’s Representative”, the Head of Commercial Services.

4. Strategic Plan references

- 4.1 The services and projects delivered by Colchester Borough Homes contribute directly to the following Strategic Plan priority areas:-
- Providing more affordable homes across the borough
 - Regenerating our borough through buildings, employment, leisure and infrastructure
 - Improving our streets and local environment
 - Tackling anti-social behaviour and using enforcement to support priorities
 - Enabling local communities to help themselves
 - Supporting more vulnerable groups

5. Consultation

- 5.1 The CBH Medium Term Delivery Plan was developed in conjunction with CBH Board Members, Council officers and the Portfolio Holder for Housing and as part of its development was subject to scrutiny by tenant and leaseholder representatives.

6. Publicity considerations

- 6.1 The Medium Term Delivery Plan has been widely distributed.

7. Financial implications

- 7.1 None from this report

8. Other Standard References

- 8.1 Having considered equality, diversity and human rights, health and safety and community safety implications, there are none which are significant to the matters in this report.

Background Papers

Presentation slides – Greg Falvey
Colchester Borough Homes Performance Summary Information March 2014
CBH Annual Delivery Plan 2013-14 Q4 progress report



CBC Scrutiny Panel
8 July 2014
Greg Falvey, Chief Executive



Highlights 2013/14

- New management agreement
- Governance review
- Transfer of services
- Changes to management fee & budgets
- Annual Delivery Plan



Annual Delivery Plan Highlights

- Trading strategy & protocol
- Welfare reform work
- STAR survey
- Sheltered housing review – Worsnop House
- Re-let times for general needs properties
- New website

3



Issues to Note

- Delays in implementation of key ICT priorities
- Call handling
- No longer pursuing Green Deal installer option as better options available, e.g. grant funding
- Review of job scheduling process – on hold pending software checks
- Preparing sheltered residents for personalised budgets – training planned for 2014/15

4



Dashboard 2013/14

- Targets achieved for rents, service charges & arrears in a challenging environment
- Pre-tenancy workshops - review implemented and expectation of improved attendance in 2014
- Excellent results in repairs & repairs satisfaction, Decent Homes
- First call resolution & call waiting times

5



Financial Out-turn

Management Fee

- £114k overall surplus for CBH – largely attributed to £55k Net trading profit & £52k returned by the Council to support any future CBH revenue maintenance overspend
- £110k FSR final year saving achieved (total £520k for the 3 years)
- £34k saving on GF activities (since Nov 2013) returned to CBC

Capital – Property

- £9.7m capital works completed to target on £10.3m budget with the remaining £500k carry forward to 14/15 work budgets for specific agreed work

Revenue - Property

- £4m revenue works undertaken resulted in a saving of £50k to budget (excluding £345k additional spend on fencing due to adverse weather conditions)
- £200k reserves earmarked for possible future repairs liability

6



Medium Term Delivery Plan

- Next year £12m turnover and overseeing additional spend of £15m. £27m in total.
- 3 year scope - stability from changes in HRA finance and 10-year management agreement
- Joint working on developing plan
- Joint housing vision
- HRA Business Plan
- Housing Strategy

7

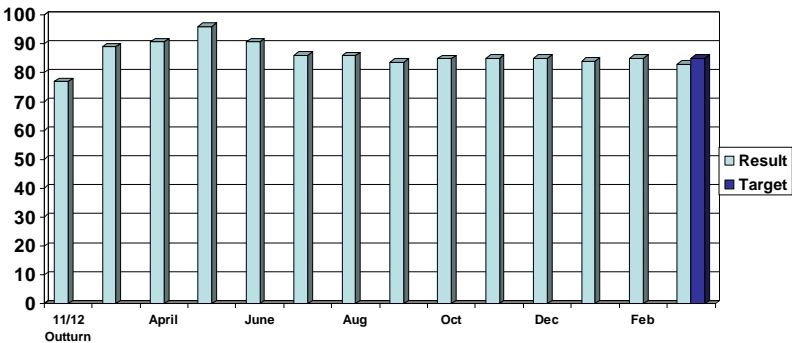


Performance Summary Information
March 2014

1

First Call Resolution

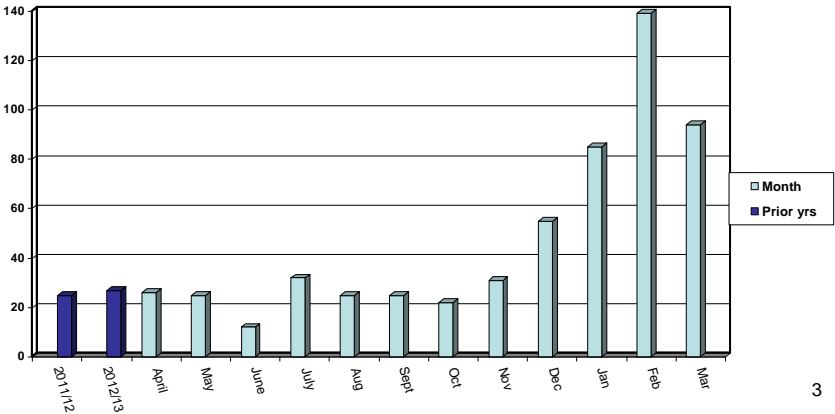
CBH Target	85%	RAG
CBH Outcome	83%	A
Benchmark performance comparison	N/A	
Comment: Target not met - CBC reviewing training for front line team		



2

Average Call Waiting Time

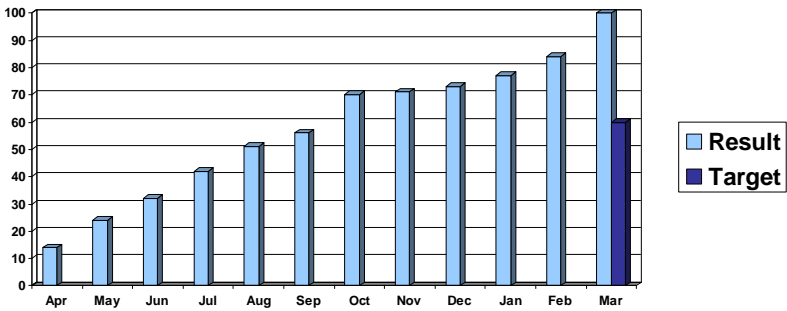
CBH Target	25 seconds	RAG
CBH Outcome (latest month)	94 seconds	R
Benchmark performance comparison	Housemark UQ 12/13 10 seconds.	R
Comment: Target not met - CBC reviewing resources and processes. This service is delivered on behalf of CBH by the CBC Customer Service Centre.		



3

Resident involvement

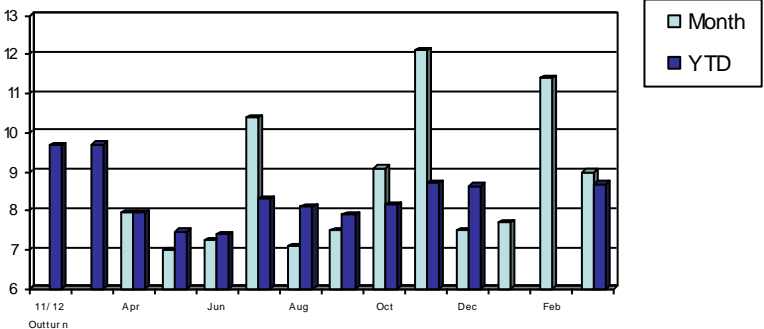
CBH Target – number of residents involved	60	RAG
CBH Outcome	105	G
Benchmark performance comparison	N/A	
Comment: Target met		



4

Complaints – average number of working days to respond

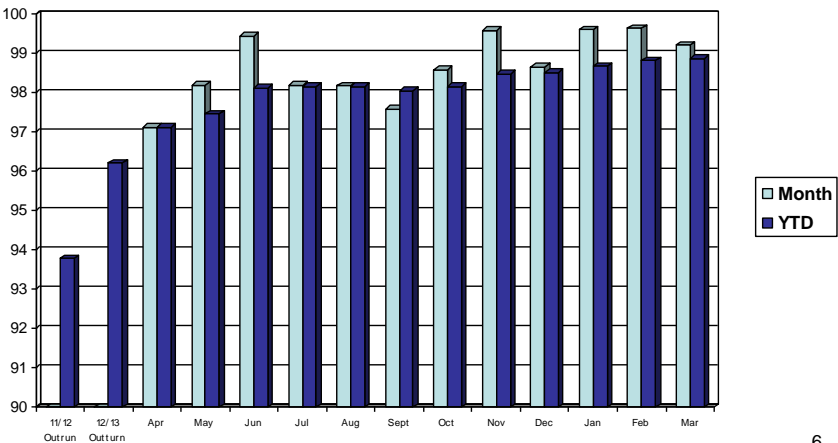
CBH Target.	10 working days	RAG
CBH Outcome (year to date)	8.69	G
Benchmark performance comparison		G
Comment: Target met		



5

Repairs Satisfaction

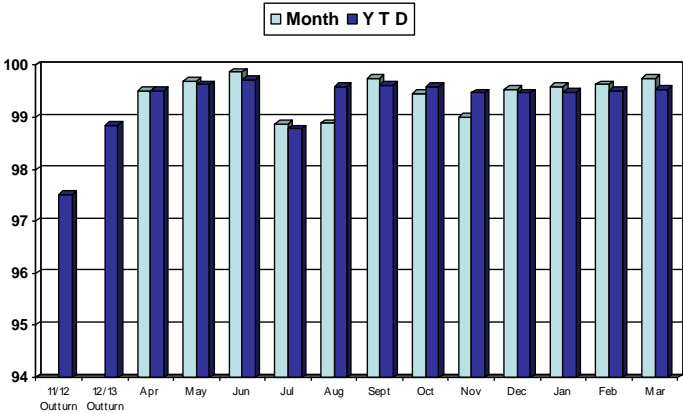
CBH Target.	94.00%	RAG
CBH Outcome (latest cumulative)	98.87%	G
Benchmark performance comparison	U Q 12/13 96.68%	G
Comment: Target met. 24,292 repairs completed in 2013/14.		



6

Repairs Appointments made and kept

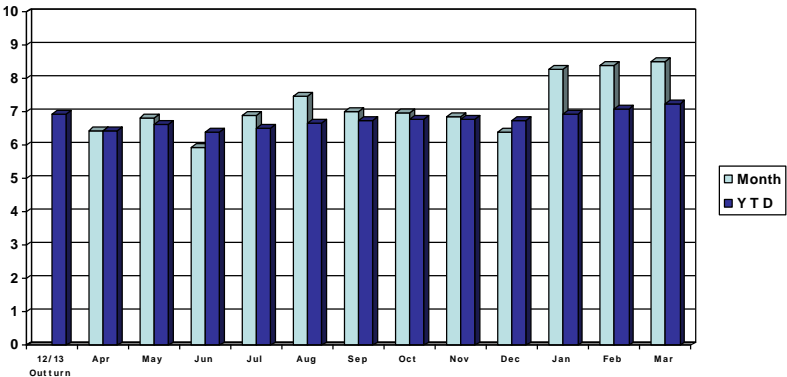
CBH Target.	98.50%	RAG
CBH Outcome (latest cumulative)	99.54%	G
Benchmark performance comparison	H'mark U Q 12/13 99.36%	G
Comment: Target met		



7

Average days to complete a repair

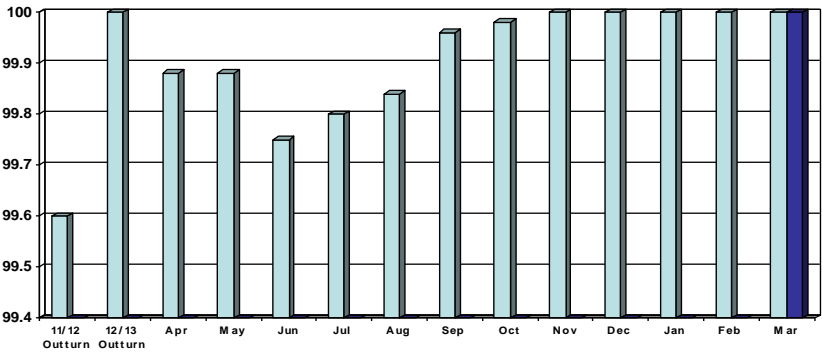
CBH Target.	8.5 days	RAG
CBH Outcome (latest cumulative)	7.25 days	G
Benchmark performance comparison	H'mark U Q 12/13 6.23 days	A
Comment:		



8

% Properties with valid gas certificate

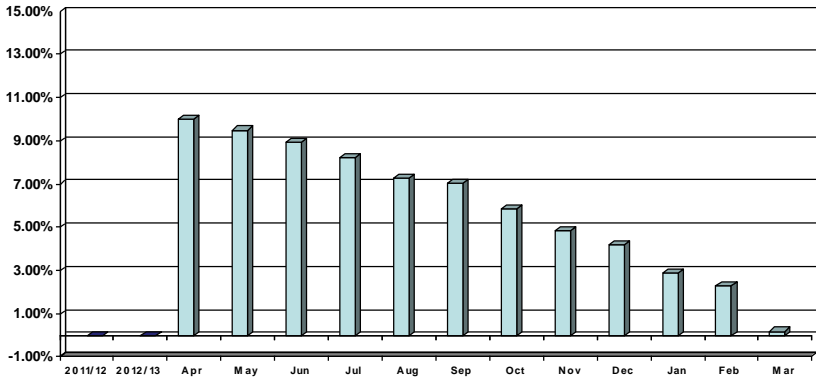
CBH Target.	100%	RAG
CBH Outcome	100%	G
Benchmark performance comparison	H'mark U Q 12/13 100%	G
Comment: The number of properties without a valid gas service at 31 March 2014 was zero. This is an excellent result. The contractor (Morrison) has complied with 100% service appointment schedule. Customer satisfaction with this service is 99.52%.		



9

% of Non Decent homes

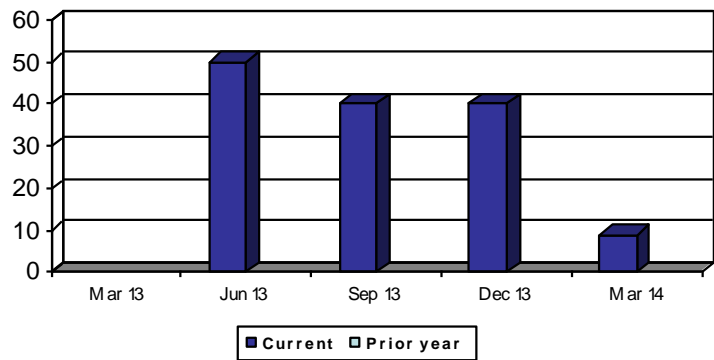
CBH Target.	0%	RAG
CBH Outcome	0.18%	G
Benchmark performance comparison	H'mark U Q 12/13 0.00%	G
Comment: 11 properties remain non-decent. In all cases, these are rewires where the tenants are refusing us access to carry out the works or the work is on hold due to tenant ill health.		



10

Properties with an energy rating below E

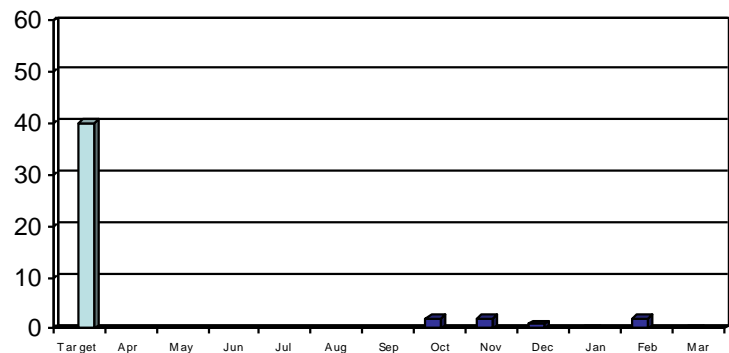
CBH Target.	40	RAG
CBH Outcome	9	G
Benchmark performance comparison		
Comment: Quarterly return		



11

Number attending pre-tenancy workshops

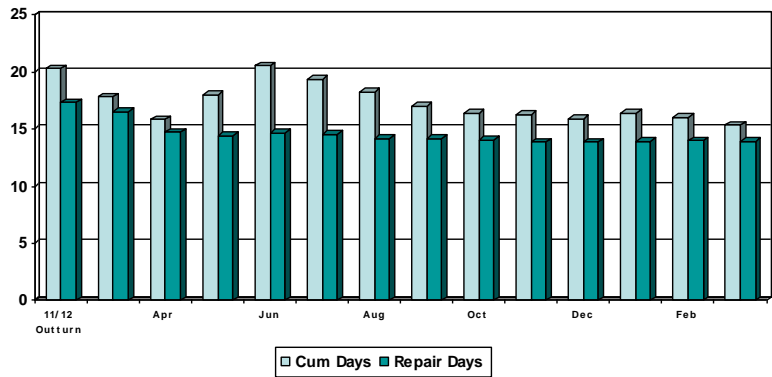
CBH Target.	40 young people attending	RAG
CBH Outcome	7	R
Benchmark performance comparison		
Comment: The target has not been met. A workshop has been arranged for every quarter in the next financial year. Young people have to attend now before they are allowed to bid for a property. Workshops have also been arranged for people in temporary accommodation. We are working with other agencies to up skill all potential tenants to minimise the risk of tenancy breakdown in the future.		



12

Re-let of General Needs Voids

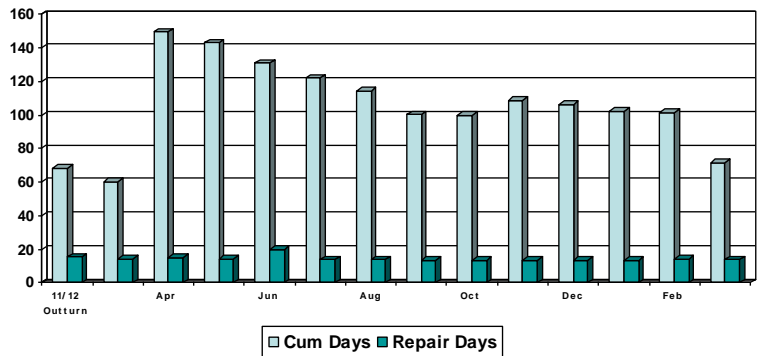
CBH Overall Target	20 days	
CBH Cumulative Overall Outcome	15.34 days	G
CBH Repair Target	15 days	
CBH Cumulative Repair Outcome	13.89 days	G
Benchmark performance comparison	Upper Quartile 12/13 17.03 days	A
Comment: The target has been met. 392 General Needs Voids have been completed this year with a cumulative average re-let time of 15.34 days.		



13

Re-let of Sheltered Standard Voids

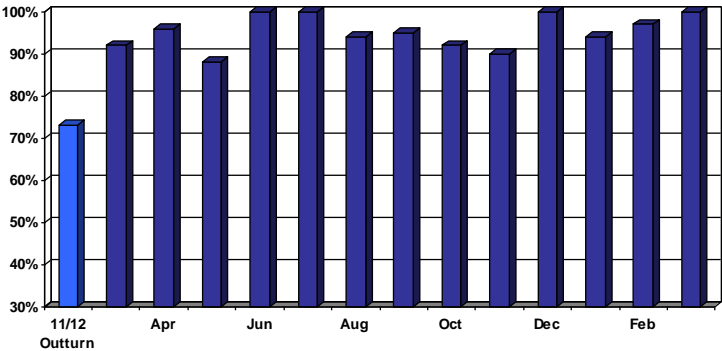
CBH Predicted Result Overall	75 days	
CBH Outcome Overall	99.33 days	G
CBH Repair Target	15 days	
CBH Repair Outcome	13.50 days	G
Benchmark performance comparison	Upper quartile 12/13 23.80 days	R
Comment: 66 Sheltered Voids re-let this year. The re-let times stated include a number of properties held for re-housing tenants from Joyce Brooks House. Worsnop House refurbishment re-lets are not included.		



14

% A S B cases not re-opened within 90 days

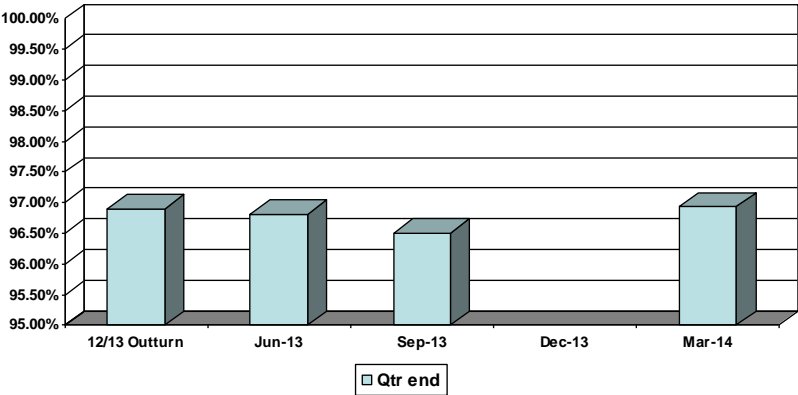
CBH Target.	93%	RAG
CBH Outcome	100 %	G
Benchmark performance comparison	N/A	
Comment: Target achieved.		



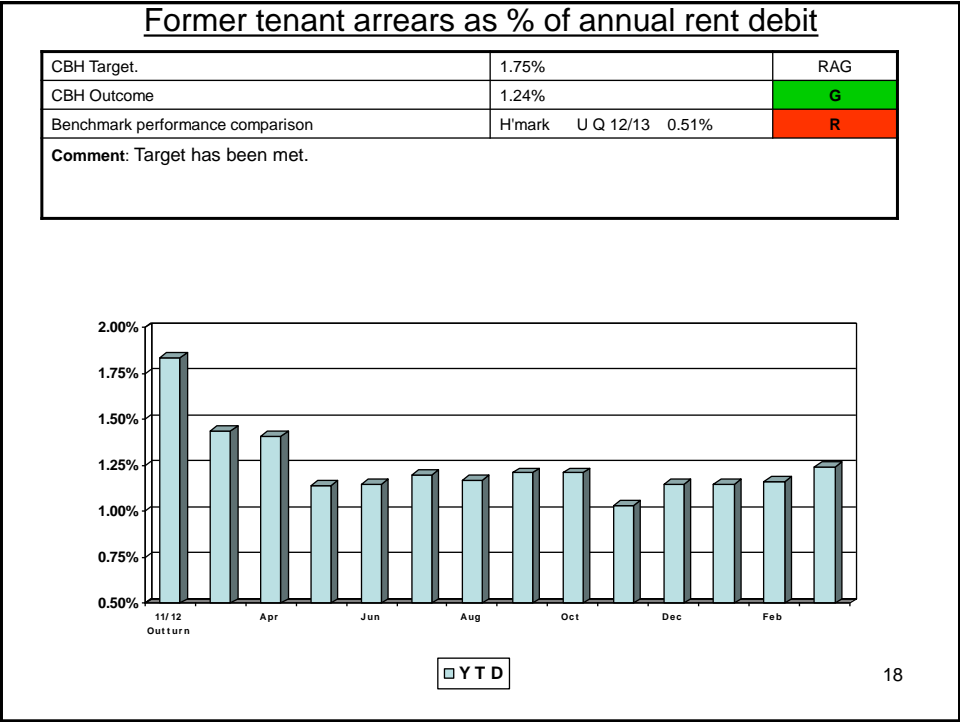
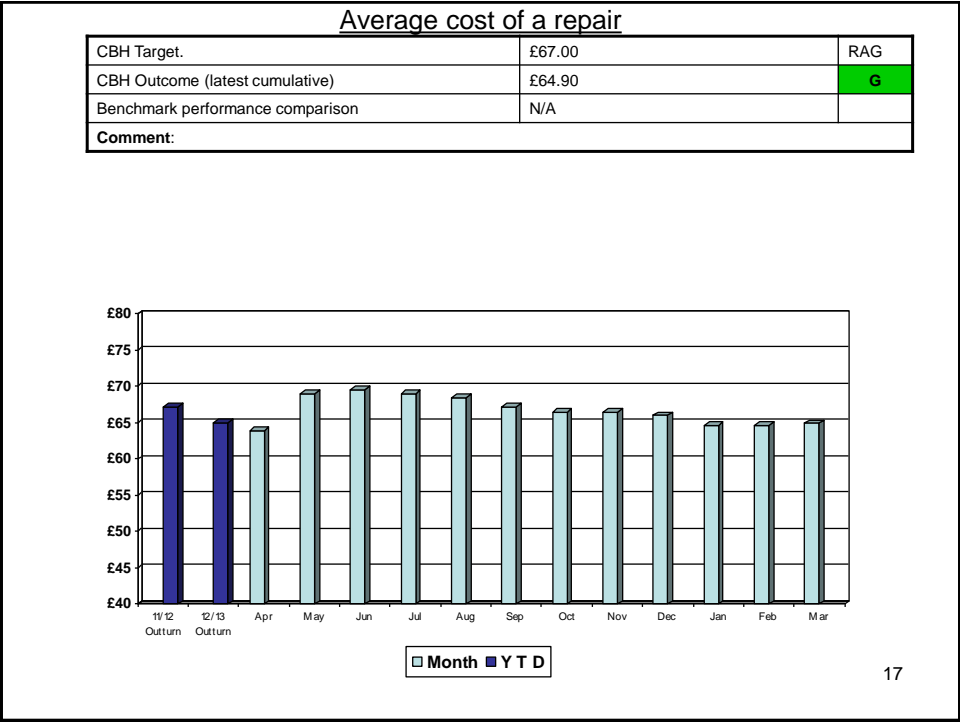
15

% Tenant ethnicity information

CBH Target.	95%	RAG
CBH Outcome	96.63%	G
Benchmark performance comparison	Upper Quartile 12/13 90.05%	G
Comment: This figure of 96.63% includes people who "refused to answer" as 'collected information'.		

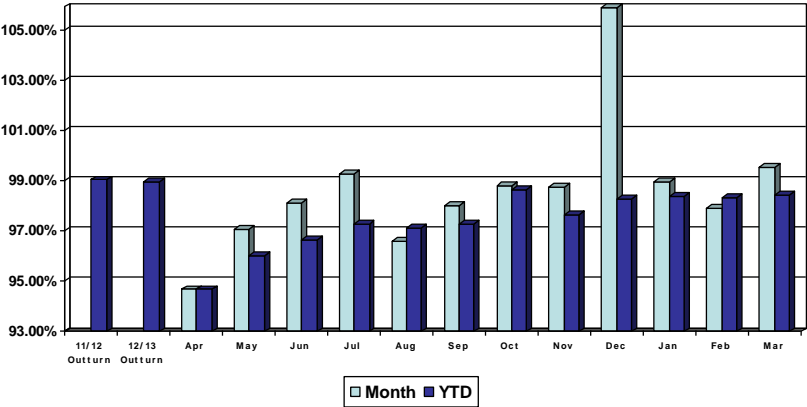


16



Rent collection % (including arrears b/fwd)

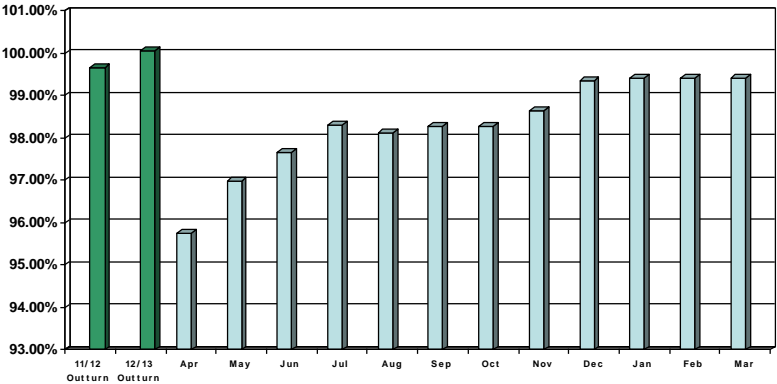
CBH Target	97.00%	RAG
CBH Outcome (latest cumulative)	98.43%	G
Benchmark performance comparison	N/A	
Comment: Target has been met		



19

Rent collection % (excluding arrears b/fwd)

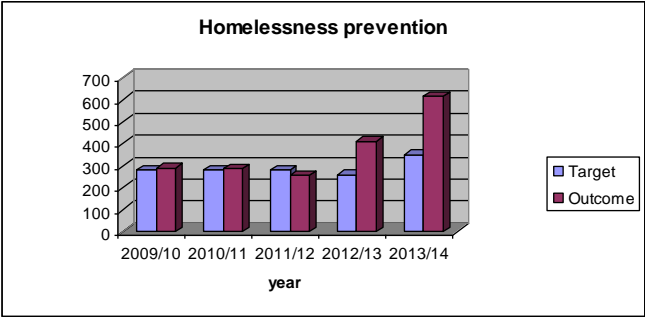
CBH Target.	97.50%	RAG
CBH Outcome (latest cumulative)	99.41%	G
Benchmark performance comparison	Upper Quartile 12/13 100.14%	A
Comment:		



20

Homelessness Prevention

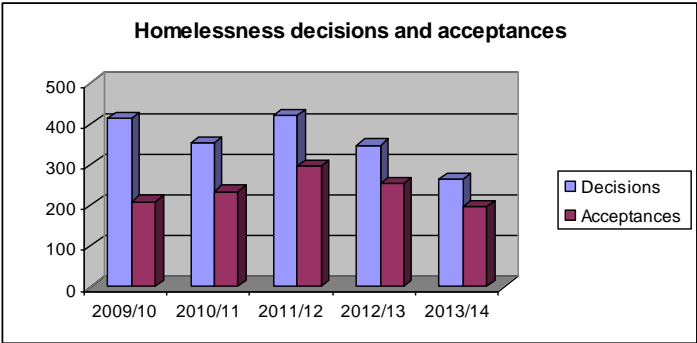
	2009/10	2010/11	2011/12	2012/13	2013/14
Target	280	280	280	260	350
Outcome	290	286	256	411	616



21

Homelessness decisions and acceptances

	2009/10	2010/11	2011/12	2012/13	2013/14
Decisions	415	354	422	348	263
Acceptances	209	234	297	254	197



22

CBH Annual Delivery Plan 2013-14 Q4 progress report








Highlights

- New CBH website
- Preparations in place for migration of corporate facilities management by April
- STAR survey carried out
- Significant improvement in relet times for general needs properties
- Targets achieved for rents, service charges & arrears





To note







- Call waiting times
- Not currently pursuing Green Deal installer option as better options available, e.g. grant funding
- ▲ Improve our use of technology – some delays in implementation of key priorities
- ▲ Review of job scheduling process – on hold pending software checks
- ▲ Support and prepare sheltered residents for personalised budgets – training planned for 2014/15
- ▲ Although 2013-14 target missed for pre-tenancy workshops, review implemented and expectation of improved attendance in Q1 201-15


Key to symbols

	Cancelled / on hold
	Unlikely to achieve target
	Not started/behind schedule/below target
	In progress/on target
	Completed



1 Placing residents at the heart of what we do

1. 1 Increase customer satisfaction		
Assist CBC in carrying out a standardised tenant survey and use the results and other customer satisfaction measures to plan improvements to services		Survey carried out January 2014. Results and full report expected in April – action plan to follow. HouseMark Complaints Accreditation initial assessment took place in Q4. The accreditation process highlighted gaps in the service, though tenants who had been interviewed spoke positively about their experiences. Housemark Complaints Accreditation – developing continuous improvement plan to achieve the accreditation.
Implement a programme for mystery shopping and customer focus groups to test and improve service delivery		Community Safety Manager held a coffee and conversation event in February. 8 tenants attended to talk about their experience of the ASB service to help us to improve our service delivery. Programme completed for 2014/15 - pln-depth “mystery shop” of the sign-up procedure in Q1 2014/15) Service Improvement and Development Group has agreed their work plan for 2014/15 to include monitoring recommendations from HouseMark Accreditation, STAR Survey Outcomes & developing a new Customer Services Strategy. The Service Improvement and Development Group has also made recommendations for mystery shops to be carried out in 2014/15, to include ending a tenancy, the voids process and bidding/signups. The group also suggested a new methodology for these shops/reviews.
Publish a communications strategy and action plan		New communications strategy published on website June 2013
Transfer first point of contact call handling to CBC Customer Services		Staff and service changes took place in November 2013.





Improve availability/visibility of CBH staff by promoting the availability of services		<p>Redesigned website launched. More proactive approach to the use of social media (Facebook & twitter), sending at least one message a day and including service information, current news, job vacancies, Involved Tenant meetings etc. This is proving successful, e.g. Colchester Gazette contacted us for a good news story from a post they picked up on our How we are doing survey results.</p> <p>10 positive press articles including CBH involvement in the Apprenticeship scheme, Good Neighbour Awards, May Bareham's 101st birthday, the West Bergholt Make a Difference Day and the tenant board.</p> <p>HouseMark complaints accreditation report received in March highlighted that we have work to do on "A diverse range of customers can easily access the service" so this will be an area of focus on in the coming months.</p>
Improve access to services and information on the CBH website		<p>New website went live on 16th March, redesigned for ease of use and to encourage/facilitate self-service. "Soft launch" as creation and improvement of content still underway.</p>
1. 2 Work with customers to improve what we do		
Publish a resident involvement strategy & action plan		New resident involvement strategy published on website June 2013
Publish a complaints policy in line with regulation		New complaints policy published on website June 2013
Develop the role of tenant scrutiny		Training programme throughout year.
Work with other organisations to promote resident involvement		<p>Leading on organisation of regional tenant event planned for April 2014 in conjunction with e2 consortium. The event will bring together tenants and staff from the consortium to share vision and good practice ideas</p> <p>Partnership working with SVC group on creating a new series of workshops on fundraising for involved tenants</p> <p>Working with involved tenants and leaseholders from Colne Housing Association</p> <p>Working with Orwell Housing with TLCC members attending a networking meeting with Orwell's scrutiny</p>

		group Working with e2 consortium planning for the annual cross-landlord mystery shop Attended the TPAS workers' conference
Develop a protocol for CBC to access CBH tenant involvement structure for consultation		Work on protocol in progress. Tenant focus group held on 21 st March. Draft protocol to be discussed at May 2014 Principal Liaison meeting.



2 Investing in homes

2. 1 Provide high quality homes		
Maintain 30-year asset management strategy in line with HRA Business Plan		Ongoing implementation of the Asset Management Strategy and a review of the viability model. New HRA Business Plan agreed following joint project with CBC. Revised AMS in July 2013.
Implement and review 5-year investment programme		Windows & Doors -slippage due to Planning requirements in Dutch Quarter for works to Historic Buildings.- This will be a carry forward request External Refurbishment programme – additional resources made available in year not required to meet planned programme. Internal Works Contract OJEU procurement agreed by Cabinet in November. Contract start date April 2014.


2. 2 Deliver an effective repairs service

Evaluate the potential for a tenant cashback scheme for repairs		Report evaluating tenant cashback scheme drafted. Survey indicates 34% of CBC tenants would be interested in a cashback scheme. Proposal for a scheme covering specific minor repairs being considered. Under the proposed scheme repairs carried out by tenants would require CBH approval and not require an inspection afterwards.
Review job scheduling processes		Review will be undertaken once Open Contractor is fully operational & after health check by Xmbrace
Get repairs and improvements right first time where practical		Latest figures show over 98% repairs right first time.
Provide a value for money repairs service		Repairs satisfaction exceeded 99% in March, including gas repairs. Of 1258 appointments in March only, 1 repair and 2 gas appointments were missed. 100% of urgent repairs were completed on time in March. Benchmarking and cost review against NHF schedule to be carried out once Open Contractor bedded in.

2. 3 Improve & increase the supply of affordable housing


Work with CBC to explore opportunities offered by self-financing, such as development and investment capacity		<p>Joint work on HRA Business Plan approved November 2014.</p> <p>Sheltered housing review to improve housing stock and reduced levels of hard to let sheltered housing</p> <p>Asset Management Group considering opportunities to develop housing and improve overall viability of the housing stock</p>
Implement recommendations of sheltered housing review		Refurbishment of Worsnop house in progress. Work has started on developing plans for the next scheme for refurbishment when Worsnop House has been completed. In early summer we will begin to consult with tenants of the schemes involved.





		<p>Sale of Joyce Brooks House completed on 19th March. All tenants now moved and settled at Winstree Court.</p> <p>3 commercial laundry upgrades completed, new Euro bins have been installed at 4 schemes. Plant room installed at the Cannons, fire door closers at Grymes Dyke Court.</p> <p>Mobility scooter stores installed at Winstree Court, Mobility scooter store works commenced at Harrison Court February 2014</p>
Refurbish sheltered accommodation at Worsnop House	✓	<p>Phase 2 completed and tenants moved in. Work has started on the empty flats in phase 3 to enable a swift start once residents are moved Slightly behind schedule but within acceptable tolerance. Scooter room now open and plant rooms installed – consultation took place with tenants on new layout of grounds. Atrium design being finalised - expected to be installed in early July. On site Tenant Liaison Officers continue to support and liaise with the tenants at Worsnop House through a newsletter and regular monthly meetings. Newsletter and regular monthly meetings with tenancy liaison officers and the Project Manager continue.</p>
Project management for development of new council housing on garage sites	✓	CBH acting as the intelligent client for the CBC developments
Consider development, acquisition & partnerships to increase supply of specialist accommodation	✓	CBH role in private sector and other accommodation being considered as part of new Medium Term Delivery Plan. Private sector initiatives being evaluated. Future role of CBH and CBC Private Sector Housing to be considered in 2014.
2. 4 Improve the environmental sustainability of Council homes		
Explore funding opportunities for environmental initiatives, including the government's Green Deal	✓	<p>The first repay instalment for £71,550 of the £415K EU funding for Worsnop House was received in January. CBH was successful in securing £90,000 from the Government's RHPP fund for the installation of 40 Air Source Heat Pumps and 10 Solar Thermal (hot water) units. These units are being installed in rural areas where the homes are burning either coal or oil.</p>

		CBH has successfully agreed two new phases of photovoltaic (PV) panel installations. This will be a six-month programme in which CBH expects the original number of installations to rise from 1,000 to 2,000 and possibly more if the Government Feed-in Tariff rate remains stable. These PV arrays generate electricity that tenants can use free of charge and will be maintained for at least 20 years.
Meet environmental targets for homes		<p>SAP is 70.2 at year end, exceeding the target of 70 for 2013/14. The increase is due to the Housing Investment Programme (heating) and updating the database with those properties with PV arrays. The new phase of the PV programme follows CBH's successful bid for Renewable Heat Premium Payment (RHPP) funding in 2013. By overlapping our PV and RHPP programmes, use PV generated electricity to heat the homes throughout the day.</p> <p>Programme of cavity & solid wall insulation completed. Funding secured to expand the insulation upgrade programme.</p>






3 Letting homes fairly and effectively

3. 1 Minimise the number of empty properties





Reduce the time properties available for letting are empty		<p>Average time to relet general needs properties 15.3 days, exceeding target.</p> <p>Implementation of Voids module on Capital Housing in top ICT priorities as discussed with CBC. New CBC voids contractor being monitored against required performance targets.</p> <p>The average overall re-let time for sheltered accommodation stands at 102 days against a predicted outcome of 75 days. This is due to the impact of hard-to-let properties, which will reduce as the refurbishment project progresses. The repairs element of the void process was within the target of 15</p>
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		days. Void loss reducing through promotion at virtual ward meeting with community nursing team, website, EAC website, events such as info exchange, mutual exchange fair and sheltered schemes & older person's forum. Working with property services to improve void turnaround and agree specification for voids. Some delays on void turnaround due to contractor availability. Waiting list for properties growing.
Promote and facilitate mutual exchanges		Mutual exchanges advertised in Housing News & Views. Tenant Incentive to Move scheme being revised. MX events held throughout year.
3. 2 Support those who require housing		
Work in partnership with others to manage temporary accommodation		Visit to Family Mosaic – ASB Team delivered training to Family Mosaic staff at Hargood Court to promote the benefits of ABCs and Housing injunctions and how to apply these tools.
Develop pre-tenancy workshops		2 young people attended the February workshops - the target of 40 was not achieved in 2013/14. Learning from this experience has been applied and the system now in place whereby applications for housing from relevant applicants would be suspended until they have attended a workshop. Have also worked in partnership with Beacon House on the workshops. Next workshop scheduled for April at the YMCA - expectations of improved attendance.
3. 3 Support CBC's strategic tenancy strategy		
Work with the Council on new options for tenancies arising from the Localism Act		CBC decision not to pursue flexible tenancies. Landlord Policy Group has completed work on succession & relationship breakdown. Changes to the current tenancy agreement and terms & conditions on hold.




4 Working with our communities

4. 1 Plan for and manage the impact of welfare reform		
Welfare reform strategy and action plan		<p>369 working age tenants on Housing Benefit underoccupying at end of March, down from 520 in January 2013.</p> <p>Financial Inclusion officer leading on liaising with underoccupying tenants and welfare reform action plan. Good progress against action plan, notably applications for Discretionary Housing Payments and helping tenants to move. Review of action plan to agree areas of continued focus held in Q4. The number successful applications for Discretionary Housing Payments continues to rise and preparations in place for renewed DHP claims for 2014-15 financial year. Plans for financial inclusion officer to work more closely with CBC Revs & Bens in 2014</p>
Increase resources for welfare and money advice		CBC has agreed to fund a dedicated HB officer from 2014 as well as appoint 3 x tenancy monitoring officers which will help us to target resources effectively. Recruitment planned for Q1 2014-15.
Assist CBC in changes to how homes are let and managed resulting from welfare reform		Discussions have taken place around redesignation of properties / bedroom sizes to reflect welfare reform changes. Advice written for Housing Officers.
Review the Tenant Incentive to Move policy and funding		Tenant /staff consultation complete. Review of policy passed from CBC to CBH in late 2013. Anticipate completion in Q1 of 2014/15
Financial inclusion strategy & action plan		<p>New financial inclusion working closely to the action plan. Christians Against Poverty (CAP) have opened a triage session in Colchester so that they can meet, greet, and assess tenants with debt issues before arranging in depth debt counselling.</p> <p>Lloyds Bank is open to working with CBH to provide simple bank accounts to tenants following a meeting with the local manager. Planning to promote bank accounts with CBH tenants has started.</p>






4. 2 Help residents to help themselves



Help customers understand and take advantage of the range of options available to keep energy costs low		Staff trained in energy saving. The British Gas Energy Trust is open for applications to deal with fuel and arrears debts for tenants, especially if eviction is a possibility.
Support CHIP and Life Projects for families with complex needs		CBH attend Life Steering Group – recent discussions have included Family Solutions and the possible options for Life staff.
Support and prepare sheltered residents for personalised budgets		Working to arrange training on Personalised Independence Payments in 20 14/15.
Tenant training & development programme		Programme of training carried out throughout year in formal and informal workshop sessions. Q4 training programme focused on Knowing Your Community (Equality & Diversity). TLCC members and involved tenants had training with TPAS on 'moving Scrutiny Forward'. Involved tenants are attending training on Tenant Scrutiny delivered by Linchpin in April – TLCC members to attend Scrutiny Lounge set up by Tenant Central and TPAS in May.

4. 3 Keep the neighbourhood and communal areas of our homes clean and safe






Deal with antisocial behaviour effectively		<p>No evictions for ASB since October 2013 –the tools we are using are having a positive impact.</p> <p>Section 222 Update – Portfolio Holder has been updated</p> <ul style="list-style-type: none"> February saw 15 initial warnings for breaching injunction, which is a significant reduction on the 40 warnings for January. Proceedings commenced to commit 2 males to trial for committal proceedings for breaching injunction 3 times. <p>Procedure agreed with Open Road to refer individuals who breach injunction.</p> <p>The ASB team invited Crimestoppers to a team meeting and the team have now signed up to be ambassadors of Crimestoppers and to promote the service within our communities. We have displayed Crimestoppers posters in the Greenstead local housing office.</p> <p>Neighbourhood Wardens are working with Park Rangers in Castle Park following ASB littering.</p> <p>Group to be set up Q4 working with Community Safety and Older Persons Services team</p> <p>ASB officer attending AGM at sheltered schemes to give a talk about ASB</p>
Inspect communal areas regularly to ensure standards are maintained		<p>Contract with Wottons in place following tenant & leaseholder involvement in selection process.</p> <p>Leaseholder Focus group met with Matt Armstrong, and representative from Wottons Cleaners. A series of cleaning audits and site visits with Wottons has been undertaken to monitor its performance.</p>
Use Quality Assurance Assessors and mystery shopping to improve standards		<p>QAA involvement in selection of new cleaning contractor - continue to monitor and report, with complaints acted upon.</p>






4. 4 Promote health and social, environmental & economic wellbeing

Explore the viability of establishing a charitable subsidiary		Considering information and legal advice provided by other ALMOs. Rolled over into new Delivery Plan 2014-17.
Develop neighbourhood impact assessments		Neighbourhood Improvement Projects – work is completed at Erle Havard Road on an enveloping project which has brought improvements to the block of flats there, including door entry systems, external painting, new flooring to communal areas including the stairs, external painting, new signage, new shrub borders, improved lighting. has been completed. Programme of resident parking scheme reviews underway.
Build links with local youth organisations		ASB team working with Essex Fire Service to take an active role in Firebreak 2014. Firebreak is a direct intervention Youth inclusion programme for young people. Delivered a pre-tenancy workshop at Youth Enquiry Service – 16 young people attended. This was achieved in partnership with Youth Enquiry Service who delivered a budgeting skills session.
Increase partnership working with other organisations		Housing Services Manager and Antisocial Behaviour Officer attended Essex University to receive presentation from the students who job shadowed the service. This was a positive experience and also gave us an opportunity to network with other organisations that had taken part. Housing Services Manager has been invited to attend future Essex Housing Officer Group meetings in Chelmsford. Series of fire safety talks by Essex Fire Service in sheltered schemes well received
Increase support available for disabled & vulnerable residents (subject to funding)		Housing Services Manager met with Essex County Lead Partnership Officer for North Local Children's Partnership and has been invited to sit on the stay well operational group that's key focus is child poverty. Continued participation in the Life project supporting residents with chaotic lifestyles

		<p>Open day being organised as part of work experience programme for disabled personnel leaving the armed forces.</p> <p>Met with Essex County Lead Partnership Officer for North Local Children's Partnership and have been invited to sit on the Stay Well operational group whose key focus is child poverty</p> <p>Attended a meeting with Police Crime Commissioner and other housing providers in Essex to discuss providing safer accommodation for the victims of domestic abuse.</p> <p>Sheltered staff attended a talk at Equality & Diversity group about dementia awareness. 3 members of staff have become dementia friends and attended training course. Sheltered Visiting Officers running talks in all schemes – a number of events held in Q4</p>
Align training & community activities to resident-focused strategies		Visiting Officers and Enabling Officers have arranged a number of events in sheltered schemes each week.
Improve internet access for customers		Developing links with "Colchester Works" to see if this multi agency group can help provide this. Collecting data from new tenants about access to IT and bank accounts so can target support 2014/15. Begun consultation on future digital inclusion plans.






5 Providing value for money

5. 1 Maximise income		
Meet collection targets for rents, service charges and arrears		All targets achieved. Additional Direct debit dates for rent & service charges in place from April – 1 st , 15 th , 29 th to increase choice & take up for customers
Evaluate the benefits of becoming a Green Deal installer		Not currently pursuing Green Deal installer option as better options available, e.g. grant funding
Develop a trading strategy and protocol		CBH/CBC trading protocol agreed.
Explore new business opportunities such as providing management, maintenance and professional services to others		£60K surplus made from trading activities in 2013/14. CBH Board has agreed in principle to the establishment of a trading subsidiary. CBH trading plans were put to the Council's Trading Board on 26 March. More detailed proposals being developed for consideration. Work underway on implementation of the trading strategy action plan, for example development of marketing materials, networking/promotion, planned presence at Colchester Means Business exhibition in May, dedicated business section on new website.
Review options for maximising income from garage sites		Ariel Close - Report to AMG complete and awaiting outcome of pilot. Agreement from Housing Portfolio Holder. Design and consultation underway. Carried Forward to 2014/15. Intention to roll future refurbishment out to other sites to increase income.






5. 2 Improve efficiency		
Achieve savings totalling £500K a year by completing 3-year Fundamental Service Review		3-year programme complete in year 3 with financial targets achieved and accounts audited
Begin annual efficiency review plan for 2014/15 as part of local housing review migration of services		Process of identifying £60K saving during 2014-15 agreed as part of management fee begun. Currently looking at restructure of housing services and asset management teams for 2014-15.
Rationalise use of Gosbecks site		Supported CBC disposal strategy Gosbecks site. Completion on depot sale now Tuesday 6 th May 2014 and contracts have been exchanged. Alternative accommodation found
Use Housemark value for money benchmarking data to identify areas of focus		Results of STAR survey have been fed into HouseMark. These quality KPIs significantly affect the value for money benchmarking and the new figures will be used to identify further areas of focus.
Improve our use of technology		<p>Progress in many areas but no areas complete.</p> <p>Windows 7/Office 2010 – rollout deferred by CBC until end August</p> <p>IT hardware requirements established for Office 2013 – to CBC for consideration</p> <p>Riverside IT infrastructure & provision of IT hardware in progress</p> <p>Meetings scheduled for early 2014/15 to review ICT road map priorities.</p> <p>Preliminary discussions taking place re incorporating CBH requirements/self service options into the customer journey review as part CBC Universal Customer Contact project.</p>



		<p>Capita contractor module Functionality not as anticipated. Further enhancements required.</p> <p>SMS text messaging pilot in progress</p> <p>Streamline Capita arrears process review approaching completion – pending Capita upgrade</p> <p>New direct debit dates implemented.</p> <p>New CBH website live – mobile site & intranet projects to be scoped.</p> <p>Deployment of mobile working solution – phase one complete. Funding agreed by CBC for 5 additional tablets for mobile working – to be ordered as part of O2 agreement. New O2 scheme for this + support expected end of May.</p> <p>Riverside IT infrastructure & kitting out of IT hardware.</p> <p>Gas /Morrison interface still outstanding</p> <p>Initial business case produced for Codeman mobile – awaiting system upgrade.</p> <p>Implementation of e-invoicing on hold pending CBC timescale for CBH roll out</p> <p>Locator Plus web package to be purchased by CBC – awaiting upgrade of Capita Housing</p>
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6 Looking to the future

6. 1 Support the Council's strategic aims		
Assist CBC in its Universal Customer Contact review		Average call waiting times were 94 seconds at year end against a target of 25 seconds. Jane Swift (CBC) attended March Operations Committee meeting to assure members that steps were being taken to improve performance. CBC are analysing call data to enable resources to be targeted effectively. CBH is working with CBC to assist with the delivery of the service level agreed and expected by tenants and leaseholders, including a review of the customer journey aimed to minimise unnecessary contact and increase self-serve options. Pam Donnelly and Leonie to attend July Board meeting to update members on the Universal Customer Contact Centre Fundamental Service Review and call handling performance.
Assist CBC in realising its housing vision and housing strategy		New medium term delivery plan agreed, detailing how CBH can assist CBC in realising its housing objectives. CBH to join new housing strategy working group from Q1 2014-15.
Work with CBC to develop its new 30-year HRA Business Plan		New HRA Business Plan in place
Manage more housing on behalf of others		Providing repairs & maintenance services to Gurkha Homes at Abbeygate House – management options currently being explored. Beginning to market services to increase portfolio.
Work in partnership with other landlords		Proposal to set up a social enterprise (Jobs at Home Essex) with Colne Housing and Chelmer Housing Partnership being considered at April board meeting. Attended a CIH Lunch and Learn event at Orwell HA on Welfare Reform and the Prevention of Rent Arrears

6. 2 Evolve as an ALMO

Work with CBC on implementation of new working arrangements for the housing service		Corporate Facilities Management Team and Highways Team ready to transfer across from CBC to CBH on 1 April together (12 additional staff in total), to conclude the implementation phase. Sponsors agreed that the project should be closed down in February 2014 as its objectives have been met. CBC has produced a post project report detailing the history of the project, its objectives and those decisions and outcomes that resulted.
Develop a new management agreement		New 10-year management agreement plus new Memorandum & Articles of Association signed and came into effect in August.
New CBH business plan aligned with the Council's HRA Business Plan		Rolled into Medium Term Delivery Plan 2014-17, which was finalised and agreed in Q4.
Improve environmental sustainability as a business		Achieved ISO 14001 June 2013. CBH shortlisted in the final of the Environmental Awareness category of the Essex Wide Business awards (May) Proposal to adopt electronic decision making to be considered by Board in April
Implement new Human Resources & Organisational development strategy		Plan to purchase membership of Housing eAcademy as provider of e-learning. Leadership development programme under discussion by DMT/SMT. Implementation process underway for new Drugs & Alcohol policy – training sessions & launch scheduled for Q1 ahead of launch on 1 st June. A number of other policies are currently being reviewed including Managing Absence and Recruitment.

		<p>The delivery of inductions is being revised.</p> <p>Organisational Development Strategy agreed by DMT – going to Governance & Remuneration Committee in Q1. Work in progress on accompanying Development Plan with input from SMT/DMT.</p>
Implement Equality & Diversity strategy and action plan		Good progress on action plan.
Governance review		<p>Good progress against Governance action plan. Action plan considered by Governance & Remuneration Committee in January.</p> <p>Jennifer Hartland (Independent) joined the Board in February 2014 and has become a member of the Finance & Audit Committee. Vacancy for tenant board member advertised – due to appoint July.</p> <p>Substantial assurance in governance audit March – 2 minor actions which will be completed in Q1 2014/15. Board away day planned for July. Code of governance to be reviewed by Board in April. Scheme of delegation under review.</p>

Appendix 1 – Housing Options team

<p>Work Proactively with Private Landlords to create better access to Private Rented Sector</p> <ul style="list-style-type: none"> • Lettings Negotiator has recruited 33 landlords this quarter
<p>Reduce the use of B&B</p> <ul style="list-style-type: none"> • The final quarter of the year is always the busiest for emergency accommodation approaches. There was an increase in the numbers of single applicants and families that required emergency accommodation this quarter although the number of 16/17 yr. olds remained the same. 30 singles were accommodated up from 24 the previous quarter, 3 16/17 yr. olds the same as o 5 last quarter and 18 families down up from 7last quarter. The number of families being the most significant increase. However all but 7 of those families were moved on from B&B before the end of the quarter
<p>Ensure adequate supply of temporary accommodation</p> <ul style="list-style-type: none"> • We are working on a project with Colchester YMCA to find suitable move on accommodation for their tenants in the private sector so that we can make use of the YMCA for our clients
<p>Work with local agencies to deliver housing pathways</p> <ul style="list-style-type: none"> • We have pulled together all local agencies that work with homeless people to form a task and targeting group working with rough sleepers to produce better outcomes for each. This group is called Colchester Homelessness Agencies Service Users Panel (CHASUP)
<p>Prevent homelessness by sustaining tenancies</p> <ul style="list-style-type: none"> • 27 cases closed this quarter with advice and prevention work allowing them to remain in their properties
<p>Reduce rough sleeping</p> <ul style="list-style-type: none"> • We have funded the April Centre on their Outreach project for Rough Sleepers which started in November.
<p>Provide education & training to manage the expectation and perception of Housing Options</p> <ul style="list-style-type: none"> • Homelessness information day was held this quarter with a great turnout from all local agencies. • Emma Henley has started an internet project with the Communities team (CBC) called Colchester Young Housing (CoYoHo) designed to provide an interactive and youth friendly housing advice website.
<p>Improve the health & wellbeing of homeless people</p> <ul style="list-style-type: none"> • April Centre Outreach project started

<ul style="list-style-type: none"> • Liaised with Beacon House to Provide HOT outreach one day starting in the Spring
Closer working partnership with external agencies on homelessness strategy <ul style="list-style-type: none"> • Worked Closely with Housing Strategy and external agencies on the production of the new homelessness strategy.
Achieve Homelessness Gold Standard <ul style="list-style-type: none"> • Work to start our bid for Gold Standard has begun and we have scheduled a peer review with Maldon, Tendring and Braintree.
Develop education, employment and training opportunities for council tenants and other residents <ul style="list-style-type: none"> • Started a new procedure with Supported Housing Providers that makes attendance of tenancy training workshop mandatory for those nominated to the Housing Register
Provide access to high quality Housing Options information and advice to improve housing mobility <ul style="list-style-type: none"> • 222 Households interviewed and Advised by HOT this quarter • 144 cases closed this quarter with a positive outcome not requiring a homelessness application
Increase tenancy sustainment <ul style="list-style-type: none"> • 27 cases closed this quarter with advice and prevention work allowing them to remain in their properties
Work with supported housing providers to maximise tenancy sustainment <ul style="list-style-type: none"> • Supported Housing Network meetings in place • NTQ joint meetings held with providers and tenants to prevent evictions
Develop more supported housing for residents with Mental Health and Learning Disabilities <ul style="list-style-type: none"> • HOT Supported Housing Specialist has been attending the MH JRP
Provide a health & wellbeing budget for sheltered and temporary accommodation

Scrutiny Panel

Item
13

8 July 2014

Report of	Assistant Chief Executive	Author	Matthew Sterling 📞 282577
Title	Year End 2013/14 Performance Report including progress on Strategic Plan Action Plan		
Wards affected	Not applicable		

The Panel is invited to consider the performance report for the 2013/14 year end.

This includes progress of our performance measures and an update of progress of the Strategic Plan Action Plan (SPAP), along with proposed 2014/15 indicators and SPAP actions.

1. Action required

Scrutiny Panel is asked to:

1. Consider the significance of the performance described in the attached reports for the organisation's ability to operate effectively, and achieve its strategic goals;
2. Consider whether the proposed targets and actions for next year are sufficiently realistic and ambitious; ahead of Cabinet on 30 July 2014.

The draft Cabinet report is attached.

2. Background information

The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators and a review of progress against our Strategic Plan Action Plan along with proposals for 2014/15 indicators and actions.

At the end of 2013/14, the overall position was that 17 (85%) of our measures were achieved (or 'green') and 3 (15%) did not meet the target in full ('red').

The actions within our Strategic Plan Action Plan show that there is a considerable amount of positive activity being undertaken across the Council and with our partners to achieve our Strategic Priorities.

The Council has also received a number of awards and accreditations highlighted at the end of Appendix 1.

Report of	Assistant Chief Executive	Author	Matthew Sterling 📞 282577
Title	Year End Performance Report including progress on Strategic Plan Action Plan - <i>Draft for Scrutiny Panel</i>		
Wards affected	Not applicable		

Cabinet is invited to consider performance against the Council's key performance measures and the Strategic Plan Action Plan for 2013/14 year end.

1. Action required

The Cabinet is asked to consider and comment on the performance update for the Council's key performance measures for the year ending 31 March 2014 (Appendix 1), and to agree the set of indicators proposed for 2014/15 (Appendix 2). A progress update of the Strategic Plan Action Plan for the year ending 31 March 2014 is shown in Appendix 3. The proposed set of retained and new Strategic Plan actions for 2014/15 is shown in Appendix 4 for Cabinet's agreement.

The Scrutiny Panel reviewed the year end report on 8 July 2014, and Cabinet is also asked to consider any comments from that scrutiny.

2. Background information

The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators and a review of progress against our Strategic Plan Action Plan along with proposals for 2014/15 indicators and actions.

3. Performance Summary

- At the end of 2013/14, the overall position was that 17 (85%) of our measures were achieved (or 'green') and 3 (15%) did not meet the target in full ('red').
- The actions within our Strategic Plan Action Plan show that there is a considerable amount of positive activity being undertaken across the Council and with our partners to achieve our Strategic Priorities.
- The Council has also received a number of awards and accreditations highlighted at the end of Appendix 1.

4. Strategic Plan references

This report provides an update of progress against the Strategic Plan Action Plan, developed to support the delivery of the Council's agreed Strategic Plan Priorities.

5. Consultation

The report's contents do not have any direct implications with regard to consultation. However, the Strategic Plan and priorities were agreed following public consultation.

6. Publicity considerations

The performance report contains key measures for our key performance indicators and our Strategic Plan Action Plan. Many of these are used to monitor the performance of our services, and as such these may be of public interest. The report and related information is published on the [Performance and Improvement](#) section of the Council's website.

7. Financial implications

The financial implications of the action plans to deliver the indicators form part of the budget setting process.

8. Equality, Diversity and Human Rights implications

Progress and improvement of these and many of the actions within the Strategic Plan Action Plan support our aims of improving both services and the lives of everyone in the borough. Where required, specific Equality Impact Assessments will exist for policies and activities rather than for individual performance indicators or actions. Progress on the Council's Equality Objectives are included within the Strategic Plan Action Plan Update.

9. Community Safety implications

There are performance measures and actions within the Strategic Plan Action Plan which aim to improve community safety and as such this report provides progress updates in this area.

10. Health and Safety implications

This report has no direct implications with regard to Health and Safety.

11. Risk Management implications

We aim to deliver against performance indicators and the Strategic Plan Action Plan Actions, as both form a key part of our performance framework and expectations around delivery of our priorities to the residents of Colchester borough.

Background Papers

Not applicable.

2013/14 Corporate Indicator Set performance result -					Appendix 1
Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments

Planning Key Indicators

KI P1 Processing of planning applications <i>Monitored quarterly</i>	Majors 65%	89.7%	G	70%	<p>Our all-time high due in part to improvement in performance but also assisted where the ability to agree written extensions of time has resulted in a more collaborative approach and improved “in time” decisions. The previous 3 years results were 60.7%, 64.1% and 68.6% so the extra boost of this tool over consistently enhanced performance can be seen. There were 73 majors this year, compared to 51 last year, and 53 in the year before that.</p> <p><i>2014/15 target comment: raise the target by 5% (national target remains 60%)</i></p>
	Minors 70%	80.1%	G	75%	<p>Another peak for CBC. These mid-scale applications can be just as complex (sometimes more so) as “Majors”. Previous highest performance was 80.0% in 2011/12, last year it was 75.3%. Applications numbers also increased.</p> <p><i>2014/15 target comment: raise the target by 5% (national target remains 65%)</i></p>
	Others 85%	90.7%	G	85%	<p>This is also the highest rate of performance on record for CBC, and the fourth consecutive year of improvement. The previous 5 years have seen performance at 88.8%, 86.3%, 88.4% and 89.7%.</p> <p><i>2014/15 target comment: retain current 85% target (national target remains 80%)</i></p>
KI P2 Planning appeals allowed against our decision to refuse <i>Monitored quarterly</i>	30% maximum	30%	G	30% maximum	<p>Appeal results have taken a noticeable downturn each quarter this year since Q2, but especially in the last quarter. It would appear from monitoring that no pattern emerges other than a change in Inspectorate direction. Approval rates in the last 5 years have been consistently 83% - 85%, so we are not refusing more.</p> <p>However, we lost the last 5 appeals at the end of 2013/14. Planning Inspectors are following Government direction, promoting more development to happen more quickly and with less red tape.</p> <p><i>2014/15 target comment: retain 30% (national target)</i></p>

2013/14 Corporate Indicator Set performance result -					Appendix 1
Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments

Benefits Key Indicators

KI B1 Time to process housing benefit new claims and changes <i>Monitored weekly</i>	14 days	14.56 days = 13.13 days housing benefit, and 17.10 days Local Council Tax Support (LCTS)	R	13 days housing benefit	This year provided particular challenges from September 2013 through to January 2014 with regards to some serious operational issues with the services Electronic Document Management System. There was significant downtime causing the service to peak in January at a cumulative average of 18 days to process housing benefit new claims and changes and LCTS. The team worked very hard to recover this position during the final quarter of the year and finished close to the target. <i>2014/15 target comment: Change this indicator following the introduction of LCTS, and reflect both elements by dividing the target into 13 days for housing benefit, and 16 days for LCTS.</i>
				16 days LCTS	

2013/14 Corporate Indicator Set performance result -					Appendix 1
Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments

Housing Key Indicators

KI H1 Net additional homes provided <i>Monitored quarterly</i>	785	728	G	830	<p>This is an annual measure and final performance is not yet known but is forecast to be on target.</p> <p>Final performance is calculated from housing completions recorded by the Council's Building Control officers as well as those recorded by the National House Building Council (NHBC).</p> <p>Indicative figures currently show 728 additional homes completed in the borough during the 2013/14 year. This represents a significant increase on the previous year's total (617) and demonstrates strong market confidence in the borough.</p> <p><i>2014/15 target comment: A target of 830 additional homes is set as outlined in the Council's adopted Core Strategy.</i></p>
KI H2 Affordable homes delivered (gross) <i>Monitored quarterly</i>	400 (three-year target for 2012-15)	96 Total for 2 years = 229	G	400 (three-year target for 2012-15)	<p>96 affordable homes have been delivered in 2013/14, and we still expect to achieve our 3-year target of 400 affordable homes.</p> <p>The delivery of a number of homes has moved into 2014/15 due to re-phasing by private developers on a significant site where the affordable homes are being delivered through a S106 agreement and on another site where 34 homes due to be delivered in 2013/14 have been delayed due to the need to remove asbestos from the site. These homes will now also be delivered in 2014/15 and within our 3-year target.</p> <p>The target of 400 homes is a three-year target and to date 229 homes have been delivered. (133 in 2012/13 and 96 in 2013/14). In 2014/15 we will need to deliver 171 affordable homes to achieve our target. Although ambitious we are still on track to achieve this.</p> <p><i>2014/15 target comment: We have gathered intelligence on predicted delivery for 2014/15 and although ambitious, the target is achievable if unforeseen circumstances (such as those outlined above) do not hinder delivery.</i></p>

2013/14 Corporate Indicator Set performance result -					Appendix 1
Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments

Housing Key Indicators delivered by Colchester Borough Homes (CBH)					
<u>KI H3</u> <u>Homelessness cases prevented</u> <i>Monitored quarterly</i>	350	616	G	600	<p>616 households have been prevented from becoming homeless, exceeding the year end target of 350. High performance has been maintained during the transfer of the housing options service to CBH in November.</p> <p><i>2014/15 target comment: The Housing Options service will be reviewed this year to embed the team into CBH. During this additional period of change, the target is to maintain the current levels of performance.</i></p>
<u>KI H4</u> <u>Rent Collected</u> <i>Monitored monthly</i>	97%	98.24%	G	98%	<p>Rent collection levels continue to achieve the target despite the difficult economic climate. CBH has targeted resources and training to support this key indicator.</p> <p><i>2014/15 target comment: Welfare Reform will continue to have an impact on tenants, and is likely to impact on CBH's ability to collect rent. With investment in the new resources of a Housing Benefit Liaison officer and a Financial Inclusion officer, CBH expect to continue to achieve high performance in rent collection.</i></p>
<u>KI H5</u> <u>Average time to re-let council homes</u> <i>Monitored monthly</i>	General Needs 20 days All Sheltered 75 days <i>Extra Care Sheltered</i> Temporary 30 days	15 days 98 days 91 days 28 days	G R G	17.5 days (general needs) No target (sheltered) 30 days (temporary)	<p>Empty general needs Council homes were re-let in 15 days against the target of 20 days.</p> <p>Re-letting of vacant sheltered homes is affected by the ongoing Sheltered Housing improvement programme. The five-year programme will bring sheltered schemes up to the 'Colchester Standard' to enable independent living and better quality of life for residents, and to make the Council's sheltered housing stock fit for the future. The programme started with the £3.8m refurbishment of Worsnop House. It will move on to the three next schemes, the first of which is Enoch House in Spring 2015.</p> <ul style="list-style-type: none"> Worsnop House phase 2 has been delivered on time and on budget. The size of flats was increased by combining

Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments
					<p>small studio units. Other improvements for residents included new triple glazed windows, bathrooms, heating, insulation, kitchens and balconies.</p> <ul style="list-style-type: none"> • The movement of people to newer accommodation has led to properties being held empty at one scheme to allow tenants to move together and support each other. • The recent re-letting of these voids at one scheme has led to their inclusion in these figures and has had a significant negative impact on performance. • Letting Extra Care sheltered housing (The Cannons) requires a social care assessment and the allocation of a care package which frequently delays the letting process. Empty properties are to be upgraded to include shower facilities which will improve the ability of the accommodation to support the allocation criteria. <p>The re-let time of temporary accommodation is affected by the Temporary Accommodation improvement project. The figures include accommodation re-used on a temporary basis at Bardfield House prior to its transfer for refurbishment to Family Mosaic. Performance remains within target.</p> <p><i>2014/15 target comment: The general needs target has been reduced to 17.5 days. The sheltered target has been removed as agreed whilst the sheltered programme is continuing.</i></p>

Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments
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Waste and Recycling Key Indicators

KI W1 Residual household waste per household <i>Monitored quarterly</i>	430kg	430kg	G	410kg	<p>The final quarter of the year saw a 6.8 kilogram per household reduction in the amount of residual waste being produced compared with quarter three. This final quarter saw the introduction of the food waste collection service to households and this would be an expected affect as the food waste would previously have been in the residual waste stream.</p> <p><i>2014/15 target comment: Increase target to 410 kg</i></p>
KI W2 Household waste reused, recycled and composted <i>Monitored quarterly</i>	43%	45.5%	G	48%	<p>Year end performance against the target of 43% has been exceeded. The introduction of food waste has started to have an effect on performance in the final quarter and has contributed to this achievement.</p> <p><i>2014/15 target comment: Increase target to 48%</i></p>
KI W3 Number of weekly missed collections <i>Monitored weekly</i>	Blue week = 27 X 100 2,700 Green week = 24 X 80 1,920	2084 1846	G G	104 a week	<p>Performance on missed bins has been consistently better than target each quarter, and at year end is 616 fewer bins missed than the annual target. During the year the service has carried out 11,731,887 collections of waste and recycling. Using the combined missed collection figure of 3,920 this equates to a missed bin collection rate of 0.035%.</p> <p><i>2014/15 target comment: Maintain performance at 0.035% and move to a single target of 104 weekly missed collections. This allows for the introduction of food waste which, when included with the existing blue and green collections, gives a total of 299,037 collections per week - an increase of 69,000 weekly collections.</i></p>

Resources and Organisational Key Indicators

Indicator	Target 2013/14	Result 2013/14	RAG	Target 2014/15	Comments
KI R1 Council Tax collected <i>Monitored weekly</i>	97.5%	97.3%	G	97.4%	<p>Overall 97.3% of £86,247,415 council tax due was collected. Outstanding monies continue to be sought and collected.</p> <p>Collection rates for 2013/14 have been impacted by:</p> <ul style="list-style-type: none"> • Introduction of the new LCTS scheme • Removal of discretionary discounts and exemptions of empty properties • Continuation of fewer payments made by defaulters at summons stage • More payment arrangements being made resulting in later payments and delayed enforcement action. <p><i>2014/15 target comment: Build on 2013/14 result of 97.3% with a target of 97.4%</i></p>
KI R2 Business Rates (NNDR) collected <i>Monitored weekly</i>	97.5%	97.65%	G	97.5%	<p>Overall 97.65% of £61,693,745 NNDR due was collected. This compares to 97.87% of £60,068,624 in 2012/13. Outstanding monies continue to be sought and collected.</p> <p><i>2014/15 target comment: Retain current target at 97.5%</i></p>
KI R3 Sickness rate in working days <i>Monitored monthly</i>	7.5	8.21 = 3.0 days short term, 5.21 days long term sickness	R	7.5 days	<p>As anticipated, the sickness target of 7.5 days has not been achieved this year.</p> <p>The full-year result of 8.21 days is an improvement when compared with the 2012/13 result of 9.18 days.</p> <p>HR actively supports managers in the reduction of sickness absence. HR Business Partners have facilitated three absence management courses and following legal advice, have been more active in managing the cases of long term sickness. There has also been a focus on wellbeing and supporting staff through change. We continue to review our policies and procedures.</p>

					<p>With the introduction of the Employee Assistance Programme in early 2014 we are looking forward to seeing the benefits of this scheme. A further four absence management courses are planned for 2014/2015.</p> <p><i>2014/15 target comment: Retain target at 7.5 days</i></p>
KI R4 Forecast variance at year end – overall revenue budget	-2% to +1%	-1.3%	G	not a 2014/15 indicator	<p>Draft outturn position shows a net underspend of c£0.3million.</p> <p><i>2014/15 target comment: indicator removed.</i></p>
KI R5 Achieve Fundamental Service Review (FSR) savings / income) <i>Monitored monthly</i>	£280k (net saving)	£295k (net saving)	G	not a 2014/15 indicator	<p>The 2013/14 target includes the budgeted savings from the Sport and Leisure FSR of £620k and the £340k net cost figure from the UCC FSR business case (£620k savings less £340k cost = £280k net saving).</p> <p>The UCC FSR spend was lower than anticipated and the savings were higher. In total, after allowing for carry forwards, the total net cost was £155k, meaning a net gain of £185k.</p> <p>For the Sport and Leisure FSR:</p> <ul style="list-style-type: none"> Income in 2013/14 of more than £4.3m delivered an income growth of 4.5% compared to previous year. The expenditure efficiency savings targets shown in the FSR Full Business Case were achieved during 2013/14. <p>However, in total the sport and leisure income budget was not achieved by c£300k. This was offset by savings, leaving a net shortfall of £170k. It is difficult to fully separate out the FSR targets from other regular income and costs, and therefore to be prudent, a figure of £170k has been used meaning that c£450k (£620k target less £170k shortfall = £450k) additional income has been achieved.</p> <p>In summary, the outturn is therefore a net saving of £295k (£450k savings less costs of £155k).</p> <p><i>2014/15 target comment in italics: indicator removed.</i></p>

Table of awards and accreditations received in 2013/14 – these are summarised here and are also shown on www.colchester.gov.uk in the [achievements](#) section

13 awards and accreditations achieved April 2013 to March 2014:	
Primary Times - Essex Star Awards	Leisure World Colchester was named Best Sports or Leisure Centre in Essex and Colchester Castle was given the accolade of Best Family-Friendly Museum in Essex, as voted for by customers.
Colchester Business Awards	Winner of 'Excellence in Marketing' category for the Welfare Reform Changes/YouTube project.
UK Vitality Index	Colchester ranked at 24 in the top 65 towns and cities outside of London best placed for businesses to expand and for future economic growth, and ranked seventh in the UK for fastest growing towns.
Essex Tourism and Hospitality Awards	Colchester's Visitor Information Centre was a finalist in the Tourism Information Centre category.
Geoplace Exemplar Awards	Runner-up in the Integration award for our waste management integration project using LLPG data. These national awards celebrate excellence in service delivery that was enabled through local government address and street information.
RHS Britain in Bloom	Silver-gilt award for Colchester in Bloom in 'small city' category. Judges said " <i>first time entrant to the national finals, but one to watch in the future.</i> "
Anglia in Bloom	Gold award for Colchester in 'small city' category. Castle Park earned the coveted Winner and Gold Award in the 'large parks' category, and the top award in the drought/sustainable garden category.
Green Flag Awards	Castle Park has received its eleventh consecutive Green Flag, with High Woods receiving its tenth. Green Flags set a benchmark of standards for management and maintenance of publicly accessible urban and countryside parks, and promotes the community value of green spaces.
2013 Housing Design Awards	Hargood Close - a new supported housing development of 35 units for homeless people which opened earlier this year - won the Richard Feilden Award for best social housing scheme of the year. This award is given to recognize excellence and sustainability in housing design.
Museum Association	'Outstanding achievement' accolade for the two-year Out in the Open project based at Hollytrees Museum, designed to actively engage with homeless people, community partners and the public.
Essex County Council's (ECC) Travel Plan Accreditation Awards.	Colchester Borough Council attained a gold award for the promotion and development of its travel plan. This award includes a £2,000 grant from ECC for additional travel plan measures to encourage further uptake of sustainable travel methods for staff.
Association of Town and City Management	Purple Flag awarded to Colchester's night time economy – 1 of only 7, in recognition of great hospitality and entertainment areas which offer a positive experience to night-time visitors and users.
LEXCEL	Achieved the Law Society's practice management standard for the fourteenth consecutive year.

Other performance news – April 2013 to March 2014 – includes:**Local Audit and Accountability Act 2014**

The Act includes issues such as:

- Council Tax referendums and parish council referendums
- local audit framework
- local authority publicity code
- new audit arrangements
- public reporting from council meetings.

The Act, which gained Royal Assent on 30 January 2014, will bring about the closure of the Audit Commission, 30 years after it came into existence, and establish a new framework for local audit. Before such new arrangements take effect, a transitional body staffed with relevant Audit Commission staff is set to oversee the range of current audit contracts that are due to expire in 2016/17 – but which could be extended until 2019/20. Statutory responsibility for producing and updating the code of audit practice and giving auditors guidance will be handed to the National Audit Office (NAO), and the Cabinet Office is set to assume control of the National Fraud Initiative from 1 April 2015.

The Government has subsequently announced that the LGA will lead interim arrangements for public sector audit after the abolition of the Audit Commission in 2015. The LGA has also been invited to provide support to local public sector bodies by setting up a new company which will take on responsibility for management of the Audit Commission's contracts until the introduction of local appointments. This transitional body will continue to run Value for Money profiles to support private sector auditors.

Two new briefings provide short summaries/more information - LGA's [Getting in on the Act](#) and LGiU's [Essential guide to the Act](#).

Single Data List (SDL) and agreeing the 2014/15 Key Indicator Set

In November 2013, the DCLG started a review of this list of all performance indicators which must be reported to central government. It is unlikely that the list will change much, but the updated list will be disseminated to relevant officers once DCLG issues it. The SDL contains 55 indicators which districts must provide to the relevant central government body. These are sent there directly from the CBC service concerned, and are not 'all collated into a central point' either nationally or within the Council.

There are 16 indicators in the Council's Key Indicator Set for 2013/14. 11 of these are also in the SDL – in essence, all indicators are also in the SDL, with the exception of our 3 organisational indicators R3/4/5 (sickness, budget, FSR) and 2 for housing (H2/5).

The 55 indicators which districts must provide as part of the SDL will need to continue to be reported direct to the relevant central government department, but the content of the Council's Key Indicator Set is entirely a local decision for the Council to make.

Corporate Indicator Set for 2014/15

Appendix 2

The Key Indicator Set for 2014/15 has been considered in this 'year end' cycle before going to Scrutiny and Cabinet. The 55 indicators which districts must provide as part of the Single Data List (SDL) will need to continue to be reported direct to the relevant Government Department, but the content of the Council's set is entirely a local decision for the Council to make.

The current set of 16 indicators is shown in Appendix 1. The proposed 2014/15 indicators are listed below:

KPI 2014/15 – the proposed KPIs are:
KI P1 - Processing of planning applications
KI P2 - Planning appeals allowed against our decision to refuse
KI B1 - Time to process housing benefit new claims and changes
KI W1 - Residual household waste per household
KI W2 - Household waste reused, recycled and composted
KI W3 - Number of missed collections
KI R1 - Council Tax collected
KI R2 - Business Rates (NNDR)
KI R3 - Sickness rate in working days
KI H1 - Net additional homes provided
KI H2 - Affordable homes delivered (gross)
KI H3 - Homelessness cases prevented
KI H4 - Rent Collected
KI H5 - Average time to re-let council homes

In summary, the plan is to:

- delete KI R4 budget variance and KI R5 FSR savings from the 2014/15 set, as these are covered as part of budget reporting to Cabinet, or in FSR updates to Scrutiny Panel
- to report the proposed 2014/15 KPIs shown above to Leadership Team, Scrutiny and Cabinet at the half year and year end.

Strategic Plan - Action Plan for 2013-2014 – progress from April 2013 to March 2014 – App 3

Colchester Borough Council (CBC) has set out an overarching vision for the borough in The Strategic Plan 2012-2015:

Colchester, the place to live, learn, work and visit

Within this, there are a number of broad aims:

Colchester as a vibrant borough with a bright future wants to be known for:

- Leading for the future
- Creating opportunities for all its residents
- Inspiring and innovating
- Being cleaner and greener
- Listening and responding.

This Strategic Plan 2012-2015 also has a number of priority areas and outcomes to be achieved in two categories as below:

Leading our communities	Delivering high quality, accessible services
<ul style="list-style-type: none">• Regenerating our borough through buildings, employment, leisure and infrastructure• Improving opportunities for local business to thrive including retail• Giving local people the chance to improve their skills• Promoting sustainability and reducing congestion• Showing tolerance and changing behaviours to create better local communities• Supporting tourism, heritage and the arts• Bringing investment to the borough• Working in partnerships to help tackle health and crime issues.	<ul style="list-style-type: none">• Delivering an efficient benefits service• Reducing, reusing and recycling our waste• Providing more affordable homes across the borough• Improving our streets and local environment• Tackling anti-social behaviour and using enforcement to support priorities• Enabling local communities to help themselves• Supporting more vulnerable groups• Providing sport and leisure for all, alongside good quality green spaces and play areas• Engaging with the voluntary sector.

Each of these has actions and outputs which are included in an annual Action Plan – see following pages for more information about the Action Plan for 2013-2014, and for an update on the progress being made to achieve these outcomes. These actions were agreed at the July 2013 meeting of CBC's Cabinet.

Delivering high quality, accessible services

The priorities in this section of our action plan are about actual delivery of direct services either through our own Council resources or using others to provide services.

Delivery of an efficient benefits service

Key performance measures and actions include efficient benefit processing services and effective implementation of Universal Customer Contact FSR leading to improved customer journeys and increased online take up:

- **Continue to work to automate benefits processes internally -**

New automation has been completed for processing rent increases from Housing Associations which improves the performance of the benefits assessing team particularly in October and April (for example, around 900 changes for April are now automated).

Additional automation has been achieved through the DWP file transmissions (Atlas) for changes in customer circumstances including maternity, severe disablement, bereavement and for carers. More automation is also under development.

- **Streamline customer journeys -**

The above automation achieves streamlined customer journeys for changes in customer circumstances and rent increases.

Customer journeys for applying for housing benefit, Local Council Tax Support Scheme (LCTS) and Discretionary Housing Payments (DHP) have been reviewed, updated and streamlined.

The new Customer Support Team continues to join up services for customers by offering a 'one solution' service for welfare benefits, housing benefits, housing support and financial support.

- **Increase the uptake on online services for benefits -**

Online application for housing benefits, LCTS, DHPs and student discounts is now at an all-time high of over 85% of total applications made.

Online DHP applications are now the preferred method of applications as used by customers and Housing Associations. These online applications have been a contributory factor in CBC meeting the DHP budget which helps customers with their extra housing costs. The Council was awarded £40,000 from the Government as a result of its good performance in the use of DHP budgets.

Reducing, reusing and recycling our waste

Key actions here include plans for our Shrub End Depot to provide improvement, income, efficiencies and partnership working opportunities for the future along with implementation of recycling educational activities, progress of Section 46 enforcement and the introduction of plastic recycling collections from flats.

- **Food waste for all homes and plastic collections service from flats introduced across the borough –**
Food waste collections were successfully introduced to all households during October and November 2013. The project plan was met, with all households receiving their food waste kits on time and collections starting as scheduled to 69,000 households.

The delivery of plastics collections to flats is being delivered on a site-by-site basis along with the introduction of food waste. This will commence during 2014.

- **Proactive work with local residents to encourage reductions in household waste and increases in recycling –**
Zone Wardens have been involved in the delivery of recycling containers throughout the borough, including the introduction of food waste containers. Wardens also hold events in communities, especially rural, to allow residents to collect containers close to where they live. This will be developed further to include garden sacks following the need to develop alternatives for residents to collect containers following the closure of Angel Court.

Further to this Zone Wardens actively educate residents on recycling and domestic waste. This can involve anything from understanding where their boundary is, putting out excessive amounts of black bags to rubbish being left in front gardens and bulky collections. Wardens now work directly with Team Leaders to allow a flow of information on properties with excessive domestic waste. Full year results are 902 Household Waste Education and 254 Recycling Education events.

- **Options appraisals produced on Depot improvement and future of Trade Waste service -**
Options for the improvement of Shrub End Depot continue to be explored. Various potential routes exist and timescales vary on each option. This is an ongoing project. Regarding the Trade Waste service this now forms part of the Commercial work programme and work has already commenced with external advisors to develop options.

Strategic Plan - Action Plan for 2013-2014 – update on progress against agreed actions April 2013 to March 2014

Providing more affordable homes across the borough

Key actions here include the use of our own land and assets to facilitate the building of new affordable housing, in line with Housing Policy. We also aim to ensure the Housing Trajectory demonstrates a 15-year supply of housing sites, including a 5-year supply of deliverable sites and we will undertake a range of measures to bring empty homes back into use.

- **400 new affordable homes to be built over three years** - In 2013/14 96 new affordable homes were delivered. The target of 400 homes is a three year target and to date 229 homes have been delivered, (133 in 2012/13 and 96 in 2013/14). In 2014/15 we will need to deliver 171 affordable homes to achieve our target. Although ambitious we are still on track to achieve the target.
- **Qualifying sites¹ achieve the percentage of affordable housing, as stated in Housing Policy or through a viability study for each site** - For 2013/14 a total of 10 qualifying sites had legal agreements settled which specified the affordable housing contribution due on that site (nb work may not have started/is due within 3 years). The affordable housing contribution by site is set out below:

Total number of homes on the 10 qualifying sites	Number of affordable homes due if 35% affordable policy applied	Number of affordable homes actually secured	Commuted sum to provide affordable homes off-site in lieu of on-site for these 10 sites
805	281	176 (22%)	£1,195,410

- **Implementation and monitoring of progress of the Empty Homes action plan –**
 - A total of 103 empty homes were bought back into use during 2013/2014 as a result of intervention by the Council.
 - The 10% discount on council tax for second homes was removed, and the full council tax charge is now due on second homes.
 - Homes which have been empty and unfurnished for two years or more now have to pay 150% of the council tax charge.
 - Empty homes checked as part of the New Town Day of Action.
 - The [‘report an empty home’](#) button on the CBC website has been used six times. All of these properties were known to CBC.
 - “Empty Homes Rescue” leaflet produced and put on website, publicising the availability of grants of up to £20,000 to bring empty homes back into use through the Colne Housing/HCA funded scheme.
- **To update the housing trajectory and ensure an adequate supply of housing land** - Annual update of housing trajectory was completed in December 2013. This demonstrates that the five-year land supply (for the period 2013/14 to 2017/18) is expected to deliver 4621 new dwelling units, against a target of 4,368.

¹ Qualifying sites means sites of 10 units or more in Colchester, Stanway, Tiptree Mersea and Wivenhoe or 3 units elsewhere.

Improving our streets and local environment

Improved street cleanliness and shifting resources to increase responsiveness to environmental and cleanliness issues is a key action here along with Enabling Community Ownership to facilitate communities taking an active role in keeping their local environment clean, tidy and loved. Developing and maintaining strategic partnerships (Essex County Council [ECC], Bus and Rail operators) to help deliver improvements in air quality and sustainable transport infrastructure is an important action to improve our local environment.

Cleanliness and air quality actions:

- **In partnership with the Local Highways department (ECC), we will produce an interim Air Quality Action Plan. This plan will set out what the borough and the county intend to do to improve air quality within our Air Management Areas –**

Interim Air Quality Action Plan completed, submitted to, and agreed by DEFRA together with the 2013 Local Air Quality Management Progress report. The Plan sets out how CBC and ECC will improve air quality for example through Bus Quality Partnerships, CBC Fleet Management, implementation of 'park and ride' and promotion of effective railway and travel planning.

- **Continue with our behavioural change project – 'love your car' –**

A successful application to DEFRA for the 'love your car' project enabled a multi-media publicity campaign to encourage walking, car sharing and local shopping. A Flash Mob event was held in Culver Square to promote walking for short journeys with the subsequent online video receiving more than 2000 website hits. The campaign was linked in to WOMBAT, the borough's only car sharing club with 'love your car' branded car parking spaces now to be provided in Council car parks to incentivise car sharing.

- **Commence work to produce a Low Emission Strategy for the borough. This piece of work will include a Low Emission Zone Feasibility Study (project to be completed 2014- 15)**

Air Quality specialists have carried out a baseline emission study of the whole borough. This study maps all major roads and industrial processes for Nitrogen Dioxide (NO₂) and particulate matter less than or equal to 10 microns and 2.5 microns (PM₁₀ and PM_{2.5}). The strategy sets out the pollution hotspots (including Air Quality Management Areas) in the borough. The study also built upon the results of CBC's 'Further Assessment 2012', all recent Local Air Quality Management reports, and ECC traffic data to provide detailed evidence of traffic flows and composition. These findings will now inform the development of a Low Emission Strategy (LES) to address the hotspot areas identified.

Improving our streets and local environment – continued...

Enabling community ownership and active participation actions:

- **Deliver 3 Community Days of Action in various neighbourhoods** – In addition to the two days of action that took place earlier in the year, a further day of action took place in Mile End in March 2014 with 24 agencies participating to tackle the top 3 issues: parking, dogs/dog fouling and highways problems (pot holes, pavements in need of repair, high volumes of traffic/dangerous vehicles). Work throughout the day resulted in 45 roads being patrolled and 2 fixed penalty notices issued for parking offences, 2 stray dogs caught and reunited with their owners, another dog was micro-chipped and a dog behavior expert was on hand to provide responsible dog ownership to the public. For the first time on a day of action, residents were able to report highways issues directly to ECC via the CBC engagement unit, and a 'road traffic collision scenario' took place outside Queen Boudica School to highlight road safety issues and first aid, supported by road safety advice and pedestrian training, which was provided to both schools during the day by ECC road safety team. The area received an extensive clean-up, resulting in nearly 3 tonnes of rubbish/litter being removed and an underpass was cleaned and repainted. A variety of other community engagement and enforcement activities also took place throughout the day.
 - **Engage with schools to raise awareness around environmental issues and increase the number of schools participating in litter picks and Junior Warden schemes** – The Tiptree heath Junior Warden scheme is now fully up and running and an excellent relationship with the school has been developed. The Junior Warden project has two main aims:
 - 1) To engage with young people at an age where we can influence their decisions and behaviours in the community
 - 2) Give young people a greater understanding of their environment and to help encourage a sense of pride and responsibility.This is a long-term behaviour change programme, outcomes are aimed at embedded change by secondary school age. We have 12 schools engaged in regular litter picking as well as other activities such as Eco Bugs, and we also help with walking buses which gives us the opportunity to talk with the children.
 - **Introduce a pilot in the Town Centre to enforce reductions in littering during the evening / night time economy hours** -. We have procured the services of an external enforcement agency on three occasions during the year. This trial enforcement activity works well when used as part of a targeted enforcement programme and will be considered again in the future for specific activities carried out as part of the Essex Wide Litter Campaign.

Tackling anti-social behaviour and using enforcement to support priorities

Our key actions for this priority include the achievement of Purple Flag accreditation, thereby recognising excellence in the management of town centres in the evening and at night and to raise standards and improve the experience of Colchester town centre after dark. We also want to focus and continue working with partners to deal with anti-social behaviour in its widest sense, including issues relating to noise, graffiti, litter and dog fouling as well as more traditional anti-social behaviour, with the emphasis on behaviour change rather than just enforcement. We aim to work with local communities to reduce anti-social behaviour and promote pride.

- **Develop and implement a Night Time Improvement Plan and retain Purple Flag Accreditation** - Purple Flag accreditation was awarded to Colchester in July 2013. The accreditation process led to some actions for all organisations involved in managing the town centre after dark. It has been developed into a Purple Flag Action Plan, monitored quarterly by the Responsible Authorities Group.
- **Deliver a Night of Action in the town centre** - Colchester's second Night of Action took place from 8pm and 4am on 30 November, to provide a high visibility presence and reassurance for those using the Town Centre on a Saturday evening. The event was attended by the Essex Police and Crime Commissioner and 3 CBC Group Leaders. During the event, 8 arrests were made, joint premises visits were carried out to check licensing conditions and safety legislation, 10 fixed penalty notices were issued for littering, amnesty bins were provided for the disposal of drugs and a passive drugs dog was in operation with officers at entrances to premises.
- Officers from the Council's Environmental Protection and Health and Safety teams have undertaken a targeted initiative to work collaboratively with licensees to reduce noise levels inside and outside licensed premises in the borough. Premises were visited to ensure awareness and compliance with licence conditions in addition to other noise legislation enforced by the Council. Workplace noise assessments were also reviewed to ensure employees were protected from exposure to excessive noise levels.
- **Initiate the Street Drinkers outreach project in partnership with the April Centre** – An outreach worker has been employed at Open Road since October 2013. He is working in partnership with the police and Colchester Borough Home's ASB team in order to ensure the street drinkers receive an offer of support, education and enforcement.
- **Continue Zone activities to reduce anti-social behaviour** – Zone wardens have intervened in 211 ASB incidents, from neighbour disputes to dog issues, cluttered communal housing areas to noise. Each ASB incident is used as an opportunity to influence behaviour change. Wardens visit empty social housing to reduce squatting and discourage groups of drinkers and drug users. They have further developed their links with Essex Police and attend a fortnightly tasking meeting where issues of ASB can be tabled.
- **Partnership working to enable Zones to utilise enforcement powers to tackle flyposting** - A new process has been implemented with Planning since 1 July, to allow our Wardens to advise Planning of all associated information / evidence of flyposting. The offender is given two days to remove the notice, if not the Planning Team take on the responsibility for prosecutions. 190 enforcement actions have taken place so far using this process, with the businesses being made aware of their responsibility to remove the posters.

Enabling local communities to help themselves

Our key actions for this priority are to enable communities to improve or develop new facilities such as community centres, sport and recreational facilities and for Zone Teams to identify and engage with formal and informal community groups within the borough.

- **Continued use of S106 Funding for community developments** – A variety of community facility, open space, sport and recreational facilities and improvements are being delivered through funding from S106 agreements. Projects include working with Town and Parish Councils to deliver improvements in local halls, in response to increasing demands generated by increases in resident population. Over £430,000 has been allocated to community projects during 2013-14. These range from Disability Discrimination Act (DDA) compliance building works in New Town to the creation of new community space in Stanway.
- **Development of a borough-wide sports strategy in conjunction with Sport England in order to plan for new sport and leisure facilities and activities in North Colchester and elsewhere in the borough and to get greater benefit from existing facilities** – Strategy commissioned in March 2014 and expected to report by December 2014.
- **Community Services to work collectively to develop, support and enable community led activities and clubs and to encourage a supportive local environment for community activities** - Zone Wardens have enabled a range of community events in this period aimed at encouraging a sense of community, providing opportunities for social engagement and supporting behaviour change. As an example the teams support neighbourhood coffee mornings or activity sessions for elderly people. These are aimed at keeping fit, as well as socialising and getting out of the house. These can sometimes be the only interactions available to many older people who live alone. Teams also support and work with members of the community to enable clubs for a range of age groups and interests. Two examples in St Anne's include a dance club and an allotment club. The Zone teams work with Youth Clubs and the general aim is to support the implementation, but then hand over the ongoing running of the clubs to the local community.

Strategic Plan - Action Plan for 2013-2014 – update on progress against agreed actions April 2013 to March 2014

Supporting more vulnerable groups

The main actions identified to help support vulnerable groups include working with partners in the voluntary sector and sub-region to provide new specialist support services to prevent households becoming homeless, and to support and develop skills within vulnerable groups in respect of confidence and assertion to support independent living and safety. Another key action is to support and contribute to the Essex Families Pilot aimed at working with partners to support vulnerable families.

- **DCLG Street Homeless Project with April Centre to be continued and monitored** - Thirteen rough sleepers were supported from October to March 2014 in Colchester through the outreach project. The recruitment of Homelessness Co-ordinator and two part-time workers took place to ensure that rough sleepers do not spend a second night out. In particular there has been particularly challenging outreach work carried out with entrenched rough sleepers in the North of the town. Action Complete.
- **Deliver ‘Crucial Crew’ programme to Year 6 pupils across the borough and a further ‘Crucial Crew’ for older people** – In 2013 Crucial Crew for young people delivered personal safety education to more than 1,500 Year 6 children from 53 schools across the borough. The safety scenarios included road, crime, anti-social behaviour, fire, internet, rail, drugs and alcohol. Plans for the 2014 event are underway with provisional dates of 2–13 June. The first ‘Crucial Crew’ for Older People took place in April 2013. It was opened by the Police and Crime Commissioner and included information on potential dangers related to crime, fire, trading standards and environmental health. It was attended by more than 110 older people and included a range of partners from the public and private sector. The feedback was very positive.
- **Launch a new ‘Keep Safe’ project in the town centre** – This new project was successfully launched in the town centre on 6 June. The scheme currently has signed up 25 venues, and a total of 130 members. Action complete.
- **Update CBC’s Safeguarding training records and complete audits in line with ESCB and ESAB requirements** - To date, over 70% of staff have completed the Council’s “Level 1”, service-appropriate, safeguarding awareness training - and this proportion is increasing. A programme of “Level 2” training for those who work “predominantly” with children or vulnerable adults has begun. In October 2013 the Council submitted to the Essex Safeguarding Boards its first remote ‘Section 11’ safeguarding audit which assessed 8 ‘standards’ in regard to the safeguarding of both children and vulnerable adults. This process plays a key part in the discharge of the Council’s legal obligations under the Children Act 2004. In fully meeting 32 of 36 ‘standards’, Colchester performed well amongst district councils in Essex.
- **Award of agreed Welfare Grant Programme funding to key Voluntary Sector Partners supporting the delivery of CBC’s priorities** - £231,132 voluntary welfare funding has been awarded for 2013-2014 to support voluntary and community groups that assist the Council in meeting its strategic priorities - especially with regard to supporting vulnerable groups, engaging with the voluntary sector and enabling local communities to help themselves.

Providing sport and leisure for all, alongside good quality green spaces and play areas

Our key actions here are to develop a sport and leisure service that embraces new technology and responds to customers' needs in order to improve access to services so that sports participation is increased. We also want to enable communities and work with partners to deliver better open spaces and leisure and work with local sports clubs, leisure providers and other partners to deliver projects that build on the energy and excitement resulting from the 2012 Olympic and Paralympics.

- **Continue and increase participation in the Park Run event in Colchester as part of the national initiative** - Colchester Castle Parkrun celebrated its first anniversary on 5 April 2014. The free, timed 5km runs continue every Saturday, organised and managed by a Core volunteer group. There have been 54 runs with 7,920 participants. The average weekly attendance is 147 with the biggest attendance being 221. An average of 15 volunteers from the parkrun "community" take on roles to help stage the run each week.
- **Continue to work with Colchester School of Gymnastics to realise their extended facility following the upsurge of interest brought on by the London Olympics. This includes using CBC's S106 funding** - Following detailed discussions a grant agreement has been signed between CBC and CSoG, with the first half of the £174k already transferred to CSoG. Work has begun on the extension and is expected to be completed towards the end of the summer 2014.
- **Chair the Active Colchester Network and ensure the agreed action plan is delivered** - CBC continues to Chair the Active Colchester group and also maintains good links with Active Essex. An Action Plan for 2014/15, based on £10,400 funding from Active Essex will help to deliver a sports festival, work place challenge, inclusive sport activities and a funding workshop for local sports clubs.
- **Increase participation and income in line with FSR objectives by improving the capacity for customers to book sport and leisure activities online, capacity for customers to self-serve at Leisure World Colchester and introducing 'MyLeisureWorld' card** - My Leisure Card was launched on 24 April 2013 in line with the 'go-live' date of the new Welcome Zone at Leisure World Colchester. At 31 March 2014, 79% of adult customers are now Leisure Card holders. Up to end of March 2014 150,436 tickets were transacted through the Self-Service Kiosks by 4,687 individual adult Leisure Card holders and 20,336 Web bookings have been made by 1,477 individual adult Leisure Card holders. Of all the activities available to be booked online, 24% are being made online. Improvements to the system will be looked at as part of the changes from the UCCFSR and with the introduction of possible new ways to communicate with our customers such as use of apps etc. A loyalty points system was introduced from 1 January 2014 where Leisure Card holders receive points per £ spent at Leisure World which can be redeemed on a range of activities and products.
- **Continue to investigate opportunities and Improvement work with our parks and open spaces, including the new outdoor gym in Castle Park and agreed use of Open Space S106 funding** – A variety of open space sport and recreational facilities and improvements being delivered through funding from S106 agreements. The new outdoor gym in Castle Park is due to be delivered in the summer of 2014, together with enhanced toddlers play provision.

Engaging with the voluntary sector

Our key aims are to look for opportunities to transfer the management of assets and services to the voluntary sector where this can achieve improved services and efficiencies, and to work with the voluntary sector to address strategic issues, support communities and groups and further strengthen partnerships.

- **Award of agreed Welfare Grant Programme funding to key Voluntary Sector Partners supporting the delivery of CBC's priorities** – Approval and distribution of the £231,132 voluntary welfare grant funding has been completed. Full details of the awards recipients and activities and benefits that are expected in return for these grants were included in the portfolio holder report at the start of the year.
- **Transfer the management of assets and services to the voluntary sector where this can achieve improved services and efficiencies** – Unfortunately due to a fire at the Garrison Gym the transfer of this building to the community was been delayed. However, a contractor has now cleared the site of debris and next steps are being agreed.

Leading our communities

This section of the action plan is about influencing others in a range of functions where the Council does not have direct responsibility for delivery, but knows that these things are vital to the future of the borough and its residents.

Regenerating our borough through buildings, employment, leisure and infrastructure

This is arguably one of the most challenging but important priorities for the Council in the current climate. The main actions here are to support the delivery of the key regeneration sites, and bring back existing buildings into use including stalled sites to deliver new homes and jobs. We also aim to bring forward the regeneration of key areas in the borough to provide enhanced community facilities and infrastructure, including public spaces, by working in partnership with the public and private sectors.

- **Continue to support the delivery of Greyfriars Hotel and East Hill House conversion** – Work continues on Greyfriars boutique hotel with completion now due for later this year. East Hill house has now been purchased by the owners of Greyfriars Hotel, and it will house ancillary uses to the main Greyfriars building.
- **Development of the first Phase of the Severalls site** – Development ongoing.
- **Progress the delivery of a Masterplan for the Cuckoo Farm South / Northern Gateway to deliver new leisure facilities and jobs including development of a hotel, health and fitness centre and associated retail** – Draft Masterplan prepared for presentation at Local plan Committee in June 2014. Lancaster Dealership on Axial way opens weekend 3 May. Inchcape Dealership on site. David Lloyd Heads of Terms reported to Cabinet 17 March. Destination management work commenced.
- **Consider approval of a planning application for North Growth Area Urban Extension** – The application was reported to Planning Committee on 26.9.13 and was approved subject to satisfactory completion of a S106 agreement. A report to Planning Committee on 20.3.14 seeks to extend the period to complete the legal agreement because of its complexity. Planning permission will be issued as soon as the legal agreement is signed by all parties. The agreement is at an advanced stage and is expected to be signed by June 2014.
- **Progress the completion of Transcoast project delivering new pontoons and community benefits-** Transcoast Project now complete including installation of new pontoons, creation of Town to Port trail and interpretation, works to Hythe bridge. Project complete, with 'lessons learnt' report underway.

Strategic Plan - Action Plan for 2013-2014 – update on progress against agreed actions April 2013 to March 2014

- **Progress the creation of a new public park within the Maltings Development** - Development now on site due for completion later in 2014.
- **Progress the creation of a Masterplan for the Coldoc / Fieldgates sites** - Masterplan on hold as discussions underway with key tenant for Fieldgates site. Heads of terms signed off by Portfolio holder. River walls survey completed and project has now been highlighted within SELEP Growth location.
- **Progress planning consent or Phase 2 of the St Botolph's Quarter, providing new homes and retail opportunities –** Marketing exercise completed and Curzon Cinemas Heads of Terms for Roman House redevelopment agreed by Cabinet so legal work now ongoing. Remainder of the site was remarketed and developer identified. Discussions ongoing regarding Heads of Terms.
- **Progress Town Station (Oyster) Square and Berryfield extension to transfer the outside play area back to St Thomas More school as per the legal agreement** - Berryfield project completed except further reseeding due April 2014. Town Station Square project completed and 'lessons learnt' report being prepared.

Improving opportunities for local business to thrive including retail

Key actions for this priority include the implementation of key projects within the Better Town Centre Programme Plan, including delivery of the new Creative Business Centre providing flexible work space and network and business support facilities for a priority growth sector. Also to deliver the Colchester Digital Strategy and develop local networks and business support to enable Colchester businesses to start up and to grow.

- **Continue activities to securing a minimum of 6,000ft² of flexible workspace** - European Regional Development Fund bid towards the proposed Creative Incubator in Queen Street was not awarded. Efforts continue to secure funding from a range of funding streams.
- **Progress planning consent for Vineyard Gate Shopping centre** – Heads of terms for revised scheme signed off by Cabinet in March 2014. Ongoing discussions regarding legal agreements
- **Continue to seek external funding up to £300,000 to progress aspiration of a ‘Lanes-style’ retail offering**- The ambitions around this £2.2m project have been lodged in the Economic Growth Plan for Essex which feeds into the emerging plan from the South East Local Economic Partnership (SELEP). It has also been included in the funding list for the Single Local Growth Fund with ECC, and has also been included in the Town Centre Traffic and Access Improvements for potential funding under the Essex Growth Strategy (EGS).
- **Progress delivery of superfast broadband and 4G mobile connectivity by the end of 2014** - Roll-out of 4G enabled Town Centre WiFi will occur by end May 2014, with half an hour's free daily internet and phone connectivity per user and 24/7 access to 3 websites: Colchester.gov.uk, Visit Colchester and Universal Jobmatch for jobseekers. Build-out of fixed wireless broadband across continues, and CBC has conceded a lease to our fixed broadband partner to support coverage. Past support to this partner is now leading to coverage near Abberton, with opportunities being considered to extend coverage to business parks/underserved residential areas.
- **Increase the number of partnership links relating to business, employment and skills initiatives** - The Colchester Enterprise Hub established in October 2013 graduated its first cohort of 16 new businesses in April 2014. It provides local aspiring entrepreneurs with the bespoke skills and support to enable them to convert their business idea into a new trading company. Based at Weston Homes Stadium, it has recruited 43 business mentors to help (free of charge) the new businesses become established and prosper. The second cohort specialising in digital businesses has started, with ECC funding. The third Colchester cohort starts in October 2014.
- **Work with ‘Colchester Works’ to increase the promotion and take up of employment and skills initiatives to local residents and businesses** - Colchester Works! is facilitated by CBC to bring together all the borough's employability partners to improve take-up of training and employment opportunities by jobseekers. Particular successes this year include working with a major new care home provider to ensure that 70 jobs have been targeted on local job seeking residents and facilitating the partnership between Colne Housing and Anne Clarke Associates to deliver training to residents of St Andrew's ward, especially, leading to more than 40 training and employment opportunities.

Giving local people the chance to improve their skills

Our key actions here are to work with the Adult Community College and Job Centre Plus to increase the number of residents with skills for work by providing extra courses in community venues. We also want to help reduce the number of young people aged 18 to 24 in the borough who are not in employment, education or training (NEET) and increase the take-up of Apprenticeships in the borough.

- **Work with Colchester NEET Group (including ECC) to deliver work/training initiatives that will benefit the Colchester NEET group and help to reduce the cohort numbers** A weekly work club has been held during the year at the offices of a youth apprenticeship organisation based in Crouch Street for people under 25. The Council is represented in the Raising Participation Age/NEET group for Colchester and Tendring and supports the group's initiatives such its annual Careers Convention attended by 1,600 Year 11 pupils. ECC's FreeFormers initiative also provides access by the NEET Group to Information Technology jobs and has been linked in to the Waiting Room project and the youth groups supported there on Tuesday evenings.
- **Work with Job Centre Plus and other partners to maintain work clubs and continue our customer support team initiative-** There are currently six work clubs running on a weekly basis throughout the borough which means residents are able to access a club every day of the working week or visit the one closest to their home. Fifty five people have registered during the reporting period with 18 finding employment. Others have significantly increased the number of interviews they have attended. We are in the process of setting up mock interviews to add to the interview discussions that have been taking place in all clubs.
- **Work with the Adult Community College to increase the number of residents with skills for work by providing extra courses at community venues** - An employability course including job searches, CV writing and interview skills took place in the Army Welfare Centre in September. In addition, lone parents attended a training and employability information session (this group are now required to look for work) in July. This included advice on benefits, courses and family learning, volunteering and work clubs. One attendee has become a volunteer with the Credit Union and all other participants have a written Careers Action Plan. A six week employability course including job searches, CV writing and interview skills took place in Greenstead in January and two attendees were referred from the November Lone Parent event.
- **Deliver Job and Volunteers' Fairs** – Two Jobs Fairs were supported throughout the year, these events attracted around 14 employers to each, along with around 20 organisations offering training, apprenticeships, careers advice and volunteering opportunities. Overall around 800 residents visited the jobs fairs. The Council also supported the Annual Careers Convention in October attended by more than 1,200 Year 11 students from the borough.

Promoting sustainability and reducing congestion

Promoting sustainability and reducing congestion

Our key actions for this priority are to support the reduction of unnecessary traffic in the town centre. We also aim to use the public realm strategy to develop a package of measures to enhance the vitality and economic prosperity of the area. We want to develop, with ECC, the sustainable transport infrastructure for the North Colchester Connectivity corridor and deliver Travel Change Behaviour programmes with transport providers to help address congestion and air quality issues. We also aim to review the Nottingham Declaration strategy and develop a new Environmental Sustainability Strategy.

We have continued to lobby partners such as ECC and Abellio Greater Anglia for investment into Colchester. We expect a number of announcements in response to funding submissions made in 2013/14 and if successful this will influence the programme and activity in 2014/15. The current submissions relate to promoting sustainable transport and supporting sustainable development and we have continually prioritised the North Colchester Connectivity Corridor in these submissions to help address the growth and traffic congestion in this area. Funding has been allocated from the New Homes Bonus for a number of transportation projects to be started in 2014/15.

- **To review the proposal to reduce traffic in the High Street in the light of ECC's unilateral decision on 11 April to suspend the experimental orders without consultation with CBC**

ECC decided to re-introduce three parts of the temporary orders and introduce CCTV cameras for enforcement. The bus lanes were reinstated as part of the temporary orders in October 2013. Temporary orders are expected to be confirmed in summer 2014. CBC continued to arrange for an independent chair and the secretarial functions for the Town Centre Monitoring Group, which was specifically set up to help monitor the impact of the traffic reduction proposals and engage with local representatives.

- **Secure funding to move forward streetscape and public realm enhancements in the town centre –**

In line with the adopted Better Town Centre SPD an Initial Project Proposal Form has been submitted to the Essex Economic Growth Strategy group to develop a project to improve the streetscape on key routes and passages in the town centre, including links from the High Street through to the core of the town centre.

- **Sustainable Transport -**

- **Commence construction of 1,000-space Park and Ride facility at North Colchester**

ECC have announced that opening Park and Ride will follow the completion of the NAR3 in December 2014. Park and Ride should open in March 2015.

- **Prepare for the delivery of the NAR2 Rapid Transit Corridor**

Detailed drawing from ECC received (April 2014) to be approved to satisfy the requirements of the planning application.

Strategic Plan - Action Plan for 2013-2014 – update on progress against agreed actions April 2013 to March 2014

- **Approve a solution for bus priority in the North Station Area through to the town centre –**
ECC have developed proposals in North Station Area for town centre bus priority measures. CBC has influenced the measures through the consideration of the planning application for the NGAUE. The Council will continue to engage in developing these solutions to ensure pedestrian movements in the area are facilitated. It has been agreed with ECC that north bound bus priority measures will be delivered following improvements to the A133/A134 Colne Bank Roundabout.
- **CBC to support the Colchester Travel Plan Club to promote Travel Change Behaviour –**
 - **Continue to work with existing partners, seek new partners** -Cycling has been promoted using bespoke projects for individual members and through campaigns such as the Bike Fashion Show in partnership with Culver Square, the launch of the Cycling Centurion Treasure Trail, and Cycle Colchester stalls at events throughout the summer. We have worked with the existing CTPC members to deliver their travel plan commitments and retain their Travel Plan accreditation. Through the leadership of CBC we continued to have financial support from the five main members. Two new small organisations have joined up and there is ongoing dialogue about joining the club with a further six local companies. The CTPC provided detailed information for a bid to DfT for Local Sustainable Transport Funding. The bid was submitted on 31 March 2014 which demonstrates an existing strong local partnership and the potential to grow this partnership, especially in the North Colchester Connectivity Corridor, through to the Town Centre.
 - **Promoting walking, cycling, public transport and car sharing to help address congestion, air quality and address personal health –** The DEFRA-funded air quality initiative, 'loveurcar' campaign was rolled out and included a programme of bill boards, social media updates and a flash mob video promoting walking for short trips which received more than 2,000 internet hits. The campaign is promoted through the existing Travel Plan Club members. Initial discussions have taken place with four new businesses regarding membership of the Travel Plan Club.
- **Transport strategies and Behaviour Change -**
 - **Finalise the Stanway Travel Strategy with ECC and prepare an overarching Transportation Summary Document as evidence base to inform the review of the Local Plan -** Comments on a draft version of the Stanway Travel Strategy have been supplied to ECC and we are awaiting finalised plans following a series of meetings CBC arranged with ward councillors. The Council has also developed and adopted an Access Development Brief for new housing sites in South Stanway. This has been produced to avoid piecemeal development coming forward in the area and has encouraged the developers to work together – a joint masterplan is expected. A Movement Framework has been developed in partnership with developers in the Tollgate area which will inform future planning applications.

Strategic Plan - Action Plan for 2013-2014 – update on progress against agreed actions April 2013 to March 2014

○ **Further enhance the Cycle Delivery SPD to ensure funding is allocated through future developer contributions mechanisms – CIL and S106**

SPD has been used to help inform CBC's position on cycling and to brief Local Highway Panel members. SPD has been used as evidence in planning applications and secured funding for facilities, including these applications:

- The Maltings, King Edward Quay Student Accommodation Unit – the scheme also includes a student travel plan which the team are developing and is thought to be the first of this type in the country
- Betts development – Ipswich Road
- Stanway Railway sidings - Halstead Road
- North Growth Area Urban Extension – foot and cycle way improvements will provide direct routes through to north station for both existing residents and the new community

● **Host a round of the Pearl Izumi Tour Series 2013 with supporting community event; review the event for future years –**

Successful round of the Pearl Izumi Tour Series hosted on 30 May 2013, with community events held in Castle Park. Event reviewed and presented to Executive Management team in September. Project completed.

● **Work with Greater Anglia and ECC on the Station Travel Plan and the Community Rail Partnership to promote sustainable travel to stations –**

The Council has maintained its excellent working relationship with Abellio Greater Anglia and this has led to significant partnership working and investment by raising the profile of Colchester. They have invested and launched 'Bike and Go' cycle hire at North station and it has been prioritised for further National Station Improvement Programme investment. An Access for All funding bid has been made for the north side. Agreement has been reached with Abellio Greater Anglia to run a campaign to promote the Sunshine Coast Line from Clacton/Walton into Colchester and to promote the refurbishment of Colchester Castle. Through the Community Rail Partnership specific roles for the Colchester Town station adopters have been identified. Their work will include maintenance of planting and artwork around the Town Station Square Area.

Showing tolerance and changing behaviours to create better local communities

Our key actions for this priority is to work with partners to successfully introduce a new integrated offender management programme to reduce repeat crime. We also want to develop and agree a service level agreement with the Probation Service to enable positive use of the Community Payback scheme. We have an overarching aim to promote tolerance and work with partners and communities to meet the diverse needs across the borough, and consider equality and diversity implications in our policies on those with protected characteristics (age, disability, gender, race, religion, belief, pregnancy, maternity, marriage, civil partnership, sexual orientation, gender reassignment).

- **Work with Probation Service to enable Community Payback scheme to continue** – The partnership with the Probation Service continues to be a valuable and growing one. Individual placements work very well for both the Council and the individual. Group work has increased this year, with Probation being able to respond to one-off events as well.
- **Continue (with partners) the offender management programme** – The Integrated Offender Management report for the year showed that Colchester and Tendring have lower than average re-offending rates in the county and performs well nationally. The team has continued to focus on ensuring they are engaging the right offenders. They have had a number of success stories and a number of offenders make it through a year without re-offending, and the relationship within the IOM team is strong. Funding has been used to purchase items like work boots and CSCS cards to enable individuals to get back into stable employment and stay away from offending behaviour.
- **Consider Equality and Diversity and promote tolerance and the diverse needs of our residents, reporting annually to the Policy and Review Development Panel on progress** - The Council continues to have a robust and embedded approach to equality and diversity with Equality Impact Assessments being undertaken on all policies, a dedicated resource in place, support and participation in groups and a number of activities and improvements being undertaken in services. On 4 November the Policy Review and Development Panel agreed the Council's Equality and Diversity "annual report". This provides an important body of published evidence that the Council is meeting its Public Sector Equality Duty as required by the Equality Act 2010. Staff induction training has continued, three sessions having been run since October accommodating 35 new members of staff and, on 5 November, all councillors were given the opportunity of attending a Member Development session on Equality and Diversity.
- **Continue to operate Zone working principles with a focus on local needs** -. The main principle of being able to respond to the needs of a smaller community is now embedded and works well. The model has provided a more efficient and responsive way of working, however managing demand and expectations is challenging and budget cuts in some of the traditionally County-led functions have increased workloads. Parks and Recreation has moved into the Zones management structure for the first time and the transition is going well with more integrated working.

Supporting tourism, heritage and the arts

Our key actions are to work with partners and local industry businesses to increase the economic impact of tourism in the borough. We also want to work in partnership with the Arts Centre, Firstsite, Mercury Theatre and Museum Service to provide leadership and support to deliver the Creative Colchester strategy and increase skills, jobs, community development and forge new links between cultural, creative, tourism and hospitality sectors. We have our exciting Castle re-development project and the associated interpretation of the wider heritage in the borough and our aim to deliver increased visitor numbers, and encouraging day visitors to overnight/weekend stay visitors.

- **To increase trips to the borough and spending while here** - The latest tourism statistics are for the year 2012, sadly data is always lags behind. In 2012 the number of trips to the borough was 5m, which represents a 2% increase in the number of trips to the borough compared to the previous year. There was also a 1.8% increase in the value or spend from tourism which was £244m in 2012.
- **To increase the number of people employed in tourism from 3,910 to 4,100 ('full-time equivalent' [FTE] by 31 March 2014)** - In terms of tourism employment in 2012, the figure was 5,632 total estimated jobs which represents a 1.9% increase in tourism employment in the borough compared to 2011. In terms of FTEs, the figure rose by 7.8% bringing the total number of FTEs to 3,021.
- **Creative Colchester strategy / Deliver identified priorities within the Action Plan** – The Strategy has been refreshed to identify the developing creative and digital sector within Colchester and a forthcoming Market Demand Study will help to establish the best way to enhance provision for the Creative Industries. The EU-funded CURE programme (Creative Urban Renewal in Europe) has provided funding for full feasibility for the priority action on the Strategy, the Creative Business Centre, putting us in a strong position for future large capital funding bids. An enhanced 15 Queen Street website provides a directory of creatives as well as jobs, freelance and volunteering listing, and the Cultural Colchester app is approaching launch stage. Equally, CURE also funds short-term activity within the St Botolph's Quarter to develop the creative sector. A programme of seasonal events in the Quarter to encourage increased footfall in the public realm provided small community engagement grants to local groups.
- **Develop and maintain delivery mechanisms for improvement and maintenance of our heritage assets across the borough** - Heritage panels at Duncan's Gate and Balcerne Gate, produced in partnership with the Friends of Colchester's Roman Wall, have been unveiled. Interpretation of Colchester's wider heritage will be augmented by the creation of an App trail next year. Small exhibitions were installed in Hollytrees and in the Garden Room at the Minories, featuring the work of the volunteer team in conserving objects for the new displays in the Castle. The new HLF Unlocked project will showcase a new way of experiencing the museum collections of Colchester and Ipswich Borough Councils and this is well into development.
- **Deliver the Castle redevelopment project** - The Castle redevelopment project is in its final stages with the planned opening date of 2 May 2014. Princess Anne visited the castle for a preview in March and this will be followed by a number of preview events leading up to the grand opening, the first of which is 14 April. Action Complete.

Bringing investment to the borough

Our key actions are to work with Invest Essex to promote the Colchester offer and attract inward investment into the borough. Work with the Integrated County Strategy and Haven Gateway Partnerships to secure the infrastructure investment identified in Colchester's Local Investment Plan and target 20 companies in key growth sectors to secure additional investment in the borough in excess of £1m. We aim to secure funding from Growing Places Fund, Integrated County Strategy investment fund, Europe, private sector partners and other sources for key projects.

- **Secure new inward investment into the borough in excess of £2m from joint work with Invest Essex** - Total of £3.7m of new inward investment for local companies in the manufacturing, telecommunication and logistics sectors from this joint work. This is in addition to other private sector investment, such as Fenwick and Vineyard Gate.
- **Secure funding from Growing Places Fund, Integrated County Strategy investment fund, EU funding programmes, private sector partners and other sources for key projects**

This project has succeeded in securing £99,950 from the Technology Strategy Board, the UK's Innovation Agency. The TSB aims to drive economic growth nationally by stimulating and supporting business-led innovation. CBC will be working with private sector partner Smart Networked Environments (Smart NE) Ltd to explore the feasibility of connecting existing town centre technologies via a digital 'spine' in order to provide the customer/end-user with a single point of entry into town centre information.

Multiple bids submitted in March 2014 for Essex Growth Strategy funding.

Working in partnerships to help tackle health and crime issues

Our key actions include working with our partners on the Safer Colchester Partnership to agree a plan to reduce crime and support the Neighbourhood Action Panels we also aim to develop our partnership with Essex Probation Service. We want to work with Public Health at ECC to coordinate and integrate our public health work with the wider agenda and the Public Health Outcomes framework, and to develop partnerships with other local health organisations, including North East Essex Clinical Commissioning Group (CCG).

- **CBC will continue to review its approach to supporting the Health Agenda given the new Local Authority responsibilities. We will develop agreed partnership priorities and targets, where applicable, and seek funding opportunities to support a more preventative health agenda** – The new Public Health Responsibility deal is an initiative where organisations make commitments to promote/facilitate healthy lifestyles and staff wellbeing. It's an opportunity for CBC to develop its role in promoting healthy lifestyles and choices, such as through its statutory duties for food safety and alcohol licensing and through its contacts with other businesses. CBC also secured ongoing funding for the 'Big Garden' project for 2014-15 which provides horticultural therapy. It continues to participate in the Virtual Ward project which helps residents with long term chronic conditions to stay in their homes.
- **Work with our partners on the Safer Colchester Partnership to agree a partnership plan to reduce crime** – This plan has been written, agreed and is currently being monitored. It has four priorities: reducing domestic violence, reducing re-offending, reducing harm caused through alcohol, and reducing crime and the fear of crime. Action complete.
- **Encourage representation on the Safer Colchester Partnership from the new Clinical Commissioning Group** - The CCG representative has worked in partnership with CBC, Essex Police, the Postgraduate Medical Centre and victim support agencies in order to deliver a GP training event in April 2014. The event was organised to ensure GPs across Tending and Colchester had a clear definition and differentiation between sexual and domestic violence, and an outline of the police response to each and the process; knowledge of the support available for each and the referral process and knowledge of how they, the GPs, can support a victim.
- **Support the work of the Neighbourhood Action Panels** – the 7 Neighbourhood Action Panels continue to run with good attendance from police and zone managers which means issues can often be dealt with swiftly. The top issues continue to be: litter, dog fouling, parking and anti-social behaviour.
- **Seek ongoing support for the SOS Bus from both the Safer Colchester Partnership and the North East Essex CCG to ensure the service is maintained and clinical cover provides access to treatment** - The medical funding for 2014-15 is secure however, other revenue funding continues to be a challenge and as at March 2014 there is a current shortfall of £28,630. Funding opportunities continue to be sought. Both income and expenditure has increased compared to 2012-13 when budgets for the new and old buses were split. The old bus is in the process of being sold which is it hoped will bring in additional funding.

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014 - App 4

Colchester Borough Council (CBC) has set out an overarching vision for the borough in The Strategic Plan 2012-2015:

Colchester, the place to live, learn, work and visit

Within this, there are a number of broad aims:

Colchester as a vibrant borough with a bright future wants to be known for:

- Leading for the future
- Creating opportunities for all its residents
- Inspiring and innovating
- Being cleaner and greener
- Listening and responding.

This Strategic Plan 2012-2015 also has a number of priority areas and outcomes to be achieved in two categories as below:

Leading our communities	Delivering high quality, accessible services
<ul style="list-style-type: none">• Regenerating our borough through buildings, employment, leisure and infrastructure• Improving opportunities for local business to thrive including retail• Giving local people the chance to improve their skills• Promoting sustainability and reducing congestion• Showing tolerance and changing behaviours to create better local communities• Supporting tourism, heritage and the arts• Bringing investment to the borough• Working in partnerships to help tackle health and crime issues.	<ul style="list-style-type: none">• Delivering an efficient benefits service• Reducing, reusing and recycling our waste• Providing more affordable homes across the borough• Improving our streets and local environment• Tackling anti-social behaviour and using enforcement to support priorities• Enabling local communities to help themselves• Supporting more vulnerable groups• Providing sport and leisure for all, alongside good quality green spaces and play areas• Engaging with the voluntary sector.

Each of these has actions and outputs which are included in an annual Action Plan – see following pages for more information about the Action Plan for 2014-2015, and for an update on the progress being made to achieve these outcomes.

These actions are to be considered by Scrutiny Panel on 8 July and Cabinet on 30 July 2014.

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Delivering high quality, accessible services

The priorities in this section of our action plan are about actual delivery of direct services either through our own Council resources or using others to provide services.

Delivery of an efficient benefits service

Key performance measures and actions include efficient benefit processing services and effective implementation of Universal Customer Contact FSR leading to improved customer journeys and increased online take up.

- **Streamline customer journeys**
 - Facilitate self-scanning options at library and community hub and at the Greenstead local housing office
 - Introduce online enquiry forms to replace open email enquiries
- **Improve outgoing customer contact to reduce customers using our in-person and telephony channels**
 - Review and rewrite system-generated letters
 - Replace non-statutory letters from officers with email and telephony contact
- **Improve web content and increase the uptake on other online services for benefits**
 - Improving the benefit areas of the website
 - Developing benefit online accounts for customers

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Reducing, reusing and recycling our waste

Key actions here include plans for the Service to provide improvement, income, efficiencies and partnership working opportunities for the future along with implementation of recycling educational activities, progress of Section 46 enforcement and the introduction of plastic recycling collections from flats.

- **Develop a new Waste Strategy for Colchester**
- **Plastic collections and Food Waste service from flats introduced where locations can be agreed**
- **Proactive work with local residents to encourage reductions in household waste and increases in recycling**
- **Planning Service – For all new developments, planners continue to consider adequacy of bin storage areas for refuse and recycling, the distances and routes that materials will need to be carried on collection days and accessibility for dustcarts**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Providing more affordable homes across the borough

Key actions here include the use of our own land and assets to facilitate the building of new affordable housing, in line with Housing Policy. We also aim to ensure the Housing Trajectory demonstrates a 15-year supply of housing sites, including a 5-year supply of deliverable sites and we will undertake a range of measures to bring empty homes back into use.

- **400 new affordable homes to be built over three years**
- **Qualifying sites¹ achieve the percentage of affordable housing, as stated in Housing Policy or through a viability study for each site**
- **To update the housing trajectory and ensure an adequate supply of housing land**

¹ Qualifying sites means sites of 10 units or more in Colchester, Stanway, Tiptree, Mersea and Wivenhoe or 3 units elsewhere.

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Improving our streets and local environment

Improved street cleanliness and shifting resources to increase responsiveness to environmental and cleanliness issues is a key action here along with Enabling Community Ownership to facilitate communities taking an active role in keeping their local environment clean, tidy and loved. Developing and maintaining strategic partnerships (Essex County Council [ECC], Bus and Rail operators) to help deliver improvements in air quality and sustainable transport infrastructure is an important action to improve our local environment.

Cleanliness and air quality actions:

- **In partnership with ECC we will produce a Final Air Quality Action Plan and Low Emission Strategy. The plan will set out what the Borough and County Councils intend to do to further improve air quality within Air Quality Management Areas**
- **Produce a Low Emission Strategy for the Borough to identify and implement measures that will reduce transport emissions of NO₂, whilst also reducing emissions of particulates, noise and CO₂.**
- **To undertake a consultation with members of the public, and key stakeholders for the LES and Air Quality Action Plan.**
- **Support Essex-wide Litter Campaign in Colchester**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Tackling anti-social behaviour and using enforcement to support priorities

Our key actions for this priority include the achievement of Purple Flag accreditation, thereby recognising excellence in the management of town centres in the evening and at night and to raise standards and improve the experience of Colchester town centre after dark. We also want to focus and continue working with partners to deal with anti-social behaviour in its widest sense, including issues relating to noise, graffiti, litter and dog fouling as well as more traditional anti-social behaviour, with the emphasis on behaviour change rather than just enforcement. We aim to work with local communities to reduce anti-social behaviour and promote pride.

- **To work in partnership with the Tactical Operations Group and continue with the Noise from Licensed Premises Project**
- **To carry out a review of enforcement activity undertaken by the Weekend Noise/Environmental Health Service to include associated policies and procedures to ensure robust and effective action is taken against non compliant premises**
- **Introduce a planned programme of enforcement action in the Town Centre to support local retail, regeneration and night time economy**
- **Licensing: Work in partnership with the Police and other responsible authorities to co-ordinate and contribute to a regular Tactical Operations meeting to share premises related intelligence and agree actions to direct and enforce the management of licensed premises**
- **Develop and implement a Night Time Improvement Plan and retain Purple Flag Accreditation**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Enabling local communities to help themselves

Our key actions for this priority are to enable and empower communities to help themselves by supporting more development, ownership and volunteering. This includes improvement or development of more community-run facilities such as community centres, sport and recreational facilities.

- **Continued use of S106 Funding for community developments**
- **Development of a borough-wide sports strategy in conjunction with Sport England in order to plan for new sport and leisure facilities and activities in North Colchester and elsewhere in the borough and to get greater benefit from existing facilities**
- **Community Services to work collectively to develop, support and enable community-led activities and clubs, and to encourage a supportive local environment for community activities**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Supporting more vulnerable groups

The main actions identified to help support vulnerable groups include working with partners in the voluntary sector and sub-region to provide new specialist support services to prevent households becoming homeless, and to support and develop skills within vulnerable groups in respect of confidence and assertion to support independent living and safety.

- **Deliver ‘Crucial Crew’ programme to Year 6 pupils across the borough and a further ‘Crucial Crew’ for older people**
- **Update CBC’s Safeguarding training records and complete audits in line with ESCB and ESAB**
- **Award of agreed Welfare Grant Programme funding to key Voluntary Sector Partners supporting the delivery of CBC’s priorities**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Providing sport and leisure for all, alongside good quality green spaces and play areas

Our key actions here are to develop a sport and leisure service that embraces new technology and responds to customers' needs in order to improve access to services so that sports participation is increased. We also want to enable communities and work with partners to deliver better open spaces and leisure and work with local sports clubs, leisure providers and other partners to deliver projects that build on the energy and excitement resulting from the 2012 Olympic and Paralympics.

- **Continue and increase participation in the Park Run event in Colchester as part of the national initiative**
- **Continue to work with Colchester School of Gymnastics to realise their extended facility following the upsurge of interest brought on by the London Olympics. This includes using CBC's S106 funding**
- **Chair the Active Colchester Network and ensure the agreed action plan is delivered**
- **Increase participation and income in line with FSR objectives by improving the capacity for customers to book sport and leisure activities online, capacity for customers to self-serve at Leisure World Colchester and introducing 'MyLeisureWorld' card**
- **Continue to investigate opportunities and Improvement work with our parks and open spaces, including the new outdoor gym in Castle Park and agreed use of Open Space S106 funding**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Engaging with the voluntary sector

Our key aims are to look for opportunities to transfer the management of assets and services to the voluntary sector where this can achieve improved services and efficiencies, and to work with the voluntary sector to address strategic issues, support communities and groups and further strengthen partnerships.

- **Award of agreed Welfare Grant Programme funding to key Voluntary Sector Partners supporting the delivery of CBC's priorities**
- **Transfer the management of assets and services to the voluntary sector where this can achieve improved services and efficiencies**

Leading our communities

This section of the action plan is about influencing others in a range of functions where the Council does not have direct responsibility for delivery, but knows that these things are vital to the future of the borough and its residents.

Regenerating our borough through buildings, employment, leisure and infrastructure

This is arguably one of the most challenging but important priorities for the Council in the current climate. The main actions here are to support the delivery of the key regeneration sites, and bring back existing buildings into use including stalled sites to deliver new homes and jobs. We also aim to bring forward the regeneration of key areas in the borough to provide enhanced community facilities and infrastructure, including public spaces, by working in partnership with the public and private sectors.

- Sheepen Road feasibility
- New funding bids through SELEP, TSB and EU
- Continue to support the delivery of Greyfriars Hotel and East Hill House conversion
- Development of the first Phase of the Severalls site
- Progress the delivery of a Masterplan for the Northern Gateway to deliver new leisure facilities and jobs including development of a hotel, health and fitness centre and associated retail.
- Consider approval of a planning application for North Growth Area Urban Extension
- Progress negotiations with developers for Phase 2 to include progressing planning consent, sign development agreement.

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Improving opportunities for local business to thrive including retail

Key actions for this priority include the implementation of key projects within the Better Town Centre Programme Plan, including delivery of the new Creative Business Centre providing flexible work space and network and business support facilities for a priority growth sector. Also to deliver the Colchester Digital Strategy and develop local networks and business support to enable Colchester businesses to start up and to grow.

- **Completion of refreshed Colchester Economic Growth Strategy**
- **Progress development agreement and planning consent for Vineyard Gate Shopping centre**
- **Relocate the Charter Market from its current split location to the High Street**
- **Facilitate collaborative working between COLBEA (Colchester Business Enterprise Agency) and the Colchester Enterprise Hub to help increase the number and survival rates of new business start ups in the borough**
- **Promote and encourage SMEs to use the energy switching service linked to the Big Community Switch**
- **Progress plans for development of a Creative Incubator providing circa 22 workspace units for start-up businesses**
- **Continue to work with the independent retail sector to deliver partner-based local initiatives**
- **Progress delivery of superfast broadband and 4G mobile connectivity by the end of 2014**
- **Increase the number of partnership links relating to business, employment and skills initiatives**
- **Work with 'Colchester Works' to increase the promotion and take up of employment and skills initiatives to local residents and businesses**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Giving local people the chance to improve their skills

Our key actions here are to work with the Adult Community College and Job Centre Plus to increase the number of residents with skills for work by providing extra courses in community venues. We also want to help reduce the number of young people aged 18 to 24 in the borough who are not in employment, education or training (NEET) and increase the take-up of Apprenticeships in the borough.

- **Work with Colchester NEET Group (including ECC) to deliver work/training initiatives that will benefit the Colchester NEET group and help to reduce the cohort numbers**
- **Work with Job Centre Plus and other partners to maintain work clubs and continue our customer support team initiative**
- **Work with the Adult Community College to increase the number of residents with skills for work by providing extra courses at community venues**
- **Deliver Job and Volunteers' Fairs**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Promoting sustainability and reducing congestion

Our key actions for this priority are to support the reduction of unnecessary traffic in the town centre. We also aim to use the public realm strategy to develop a package of measures to enhance the vitality and economic prosperity of the area. We want to develop, with ECC, the sustainable transport infrastructure for the North Colchester Connectivity corridor and deliver Travel Change Behaviour programmes with transport providers to help address congestion and air quality issues. We also aim to review the Nottingham Declaration strategy and develop a new Environmental Sustainability Strategy.

We have continued to lobby partners such as ECC and Abellio Greater Anglia for investment into Colchester. We expect a number of announcements in response to funding submissions made in 2013/14 and if successful this will influence the programme and activity in 2014/15. The current submissions relate to promoting sustainable transport and supporting sustainable development and we have continually prioritised the North Colchester Connectivity Corridor in these submissions to help address the growth and traffic congestion in this area. Funding has been allocated from the New Homes Bonus for a number of transportation projects to be started in 2014/15.

- **Develop a new Environmental Sustainability Strategy for Colchester**
- **Prepare an overarching Transportation Summary Document as evidence base to inform the review of the Local Plan (amended)**
- **To improve access to the town centre for sustainable transport and in the town centre to improve the environment for people by reducing traffic, seek funding to improve streetscape and access for sustainable transport.**
- **Support the delivery of a Park and Ride service from North Colchester to the Town Centre by releasing the land for construction and work with Essex County Council, local businesses and organisations to maximise the use of Park and Ride**
- **Work with the public transport operators, bus and rail to improve services in Colchester.**
- **Continue to work with and provide leadership to public and private sector organisations to develop Travel Change Behaviour programmes to help address congestion, air quality and personal health issues.**
- **Develop strategies to increase the level of investment in sustainable transport and infrastructure to help deliver sustainable development, including transportation in economic, environmental, land use strategies.**
- **Prepare an overarching Transportation Summary Document as evidence base to inform the review of the Local Plan**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Showing tolerance and changing behaviours to create better local communities

Our key actions for this priority is to work with partners to successfully introduce a new integrated offender management programme to reduce repeat crime. We also want to develop and agree a service level agreement with the Probation Service to enable positive use of the Community Payback scheme. We have an overarching aim to promote tolerance and work with partners and communities to meet the diverse needs across the borough, and consider equality and diversity implications in our policies on those with protected characteristics (age, disability, gender, race, religion, belief, pregnancy, maternity, marriage, civil partnership, sexual orientation, gender reassignment).

- **Work with Probation Service to enable Community Payback scheme to continue**
- **Continue (with partners) the offender management programme**
- **Consider Equality and Diversity and promote tolerance and the diverse needs of our residents, reporting annually to the Governance Committee on progress**
- **Continue to operate Zone working principles with a focus on local needs**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Supporting tourism, heritage and the arts

Our key actions are to work with partners and local industry businesses to increase the economic impact of tourism in the borough. We also want to work in partnership with Colchester Arts Centre, Firstsite, the Mercury Theatre and the Museum Service to provide leadership and support to deliver the Creative Colchester strategy and increase skills, jobs, community development and forge new links between cultural, creative, tourism and hospitality sectors. We have our exciting Castle re-development project and the associated interpretation of the wider heritage in the borough and our aim to deliver increased visitor numbers, and encouraging day visitors to overnight/weekend stay visitors.

- **To increase trips to the borough and spending while here**
- **Creative Colchester strategy / Deliver identified priorities within the Action Plan**
- **Develop and maintain delivery mechanisms for improvement and maintenance of our heritage assets across the borough -.**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Bringing investment to the borough

Our key actions are to work with Invest Essex to promote the Colchester offer and attract inward investment into the borough. Work with the Integrated County Strategy and Haven Gateway Partnerships to secure the infrastructure investment identified in Colchester's Local Investment Plan and target 20 companies in key growth sectors to secure additional investment in the borough in excess of £1m. We aim to secure funding from Growing Places Fund, Integrated County Strategy investment fund, Europe, private sector partners and other sources for key projects.

- **Secure new inward investment into the borough in excess of £2m from joint work with Invest Essex**
- **Secure funding from Growing Places Fund, Integrated County Strategy investment fund, EU funding programmes, private sector partners and other sources for key projects**

Strategic Plan - Action Plan for 2014-2015 – targets for 2014-15 as at June 2014

Working in partnerships to help tackle health and crime issues

Our key actions include working with our partners on the Safer Colchester Partnership to agree a plan to reduce crime and support the Neighbourhood Action Panels we also aim to develop our partnership with Essex Probation Service. We want to work with Public Health at ECC to coordinate and integrate our public health work with the wider agenda and the Public Health Outcomes framework, and to develop partnerships with other local health organisations, including North East Essex Clinical Commissioning Group (CCG).

- **To promote the Weekend Noise/Environmental Health Service as a resource to internal and external agencies including the Police, Trading Standards and Fire Brigade. To establish joint working protocols and cross referral mechanisms to support a more effective multi-agency response to criminal activity and matters likely to give rise to negative health outcomes**
- **CBC will continue to review its approach to supporting the Health Agenda given the new Local Authority responsibilities. We will develop agreed partnership priorities and targets, where applicable, and seek funding opportunities to support a more preventative health agenda**
- **Encourage representation on the Safer Colchester Partnership from the new Clinical Commissioning Group**
- **Support the work of the Neighbourhood Action Panels**
- **Seek ongoing support for the SOS Bus from both the Safer Colchester Partnership and the North East Essex CCG to ensure the service is maintained and clinical cover provides access to treatment**

Scrutiny Panel

8th July 2014

Item
14

Report of	Assistant Chief Executive	Author	Sean Plummer ☎ 282347 Darren Brown ☎ 282891
Title	Financial Monitoring Report – End of Year 2013/14		
Wards affected	Not applicable		

The Panel is invited to review the financial performance of all General Fund services and the Housing Revenue Account for 2013/14

1. Action required

- 1.1 The panel is asked to note the financial performance of General Fund Services and the Housing Revenue Account (HRA) for the year 2013/14.

2. Reason for scrutiny

- 2.1 Monitoring of financial performance is important to ensure that:
- Service expenditure remains within cash-limited budgets.
 - Potential variances at year-end are identified early so that remedial action can be taken to recover the position or 'recycle' any surplus budgets.
 - Performance targets are being met.
- 2.2 This report also gives the panel the opportunity to hold Service Managers and Portfolio Holders accountable for their budgets.

3. Background

- 3.1 The Panel last considered the revenue budget position on 11th February 2014. This showed a projected net underspend of £8k against the General Fund. The report also detailed a projected net underspend of £812k against the Housing Revenue Account.
- 3.2 Work is ongoing to complete the accounts for 2013/14 and this report has been prepared using provisional figures, which may be subject to some minor changes and are still subject to external audit.
- 3.3 All the information presented in respect of General Fund Services shows the position based on net 'direct costs'. The review of the Housing Revenue Account is different in that it shows all costs, both direct and indirect.

4. General Fund – End of Year Position

- 4.1 The following table summarises the outturn position for each Service, the effect of the approved requests for carry forward into 2014/15, and a breakdown of the outturn position against the main non service areas.

	Budget	Actual	Variance	c/f	Net
	£'000	£'000	£'000	£'000	£'000
Corporate & Financial Management (incl. CDC)	9,262	8,883	(379)	71	(309)
Executive Management Team	841	855	14	10	24
Community Services	6,075	6,029	(46)	33	(13)
Commercial Services	751	263	(488)	475	(13)
Customer Services	1,947	1,888	(59)	75	16
Operational Services	(754)	241	995	0	995
Professional Services	2,468	1,867	(601)	116	(486)
Total Services	20,590	20,026	(564)	779	215
UCC FSR / Strategic Plan Priorities / Procurement	361	(67)	(428)	261	(167)
CLIA (interest)	922	699	(223)		(223)
Other corporate / technical items			(109)	62	(47)
Total			(1,324)	1,102	(222)
Proposed use of balances (see 4.10)					185
Net surplus to be added to balances					(37)

- 4.2 The above table shows approved carry forward requests and other adjustments totalling £1,102k. These relate to a number of requests with the key items being:-

- £194k linked to UCC FSR projects
- £101k linked to Strategic Plan priorities allocations and locality budgets
- £149k in respect of funding allocated for affordable housing projects from the New Homes Bonus.
- £180k in respect of funding allocated for Local Development Framework (Core Strategy) and Community Infrastructure Levy (CIL)
- £40k in respect of works associated with storm damage
- £87k in respect of savings made within corporate PSU required to support on-going development.
- £69k linked to asset / regeneration
- £75k linked to various on-going projects within customer services.
- £40k negative carried forward in respect of a net overspend on the Joint Museum Service. The carry forward is permitted in line with the terms of the agreement.

Service Budget Position

- 4.3 **Appendix A** summarises the Council-wide position by expenditure group. **Appendix B** provides a more detailed view of the performance of individual Service Groups. Both reports include traffic light indicators. The thresholds are as follows:
- Green – Variance less than £50k and 5% of budget
Amber – Variance greater than £50k **OR** 5% of budget
Red – Variance greater than £50k **AND** 5% of budget
- 4.4 **Appendix C** shows all budget variances. The majority of these items have been reported to the Panel during the year.

- 4.5 The overall position on services has improved from that reported at Period 9. The largest changes include additional planning income, reduced insurance costs and a number of service budget savings.

Non Service Areas

- 4.6. In addition to Service budgets it is necessary to review the corporate and technical items in the budget. The following paragraphs detail the most significant of these in terms of budget variances.
- 4.7. The Central Loans and Investment Account (CLIA) comprises the Council's borrowing costs and investment income and has a net budget of £922k. As has been reported during the year the final outturn shows a net gain of over £223k. This is due to:-
- The ongoing strategy of 'internal borrowing'
 - Reduced borrowing on existing programme
 - Underspend on provision for new borrowing
- 4.8. The net underspend also includes a £49k gain in respect of the adjustment following the sale of the Icelandic investment.
- 4.9. The other remaining technical adjustments include areas such as miscellaneous unallocated receipts, some small unbudgeted Government grants received at the end of the financial year, one off pension payments and the impact of changes between the General Fund and Housing Revenue Account. Some of these items have been reported during the year whilst others relate to end of year technical accounting items.
- 4.10. Leadership Team has considered the provisional outturn figures and has identified the following draft proposals for use of the surplus which will be submitted to Cabinet for agreement.

Proposal	£'000	Comment
Pay award	100	One-off cost of 0.5% not in 14/15 budget
Museums – China Exhibition	25	One-off cost matched by ECC. Note: refund due of £75k in 15/16.
Chargehand – one year post	25	This post is initially for a 12 month period to provide capacity in the Recycling, Waste & Fleet team to supervise the day to day working of the crews and respond to customer issues and enquiries.
Regeneration Project Officer - One year post	35	An additional project officer to work on key regeneration schemes and income generating projects work predominantly at Northern Gateway and in the Town Centre to contribute to the delivery of set income targets.
Proposed Allocations	185	

Summary and impact on future years

- 4.11. Outturn variances are discussed with relevant service managers and the overall position is considered by Senior Management Team. One important issue is to consider the extent to which any budget variance is likely to be a recurring issue and if so has the 13/14 budget been adjusted to reflect this.
- 4.12. Service managers are reviewing all outturn variances and any recurring issues will be reported alongside the emerging 2015/16 budget strategy.

- 4.13. The 2013/14 budget included almost £1.8m of savings or additional income. As the outturn position shows these have either been delivered or other compensating savings or additional income has been achieved.
- 4.14. The 2014/15 budget was based on the plan that the 13/14 outturn would be delivered “on budget”. The final position therefore reflects an improvement and the additional surplus will therefore be added to balances and will be considered by Cabinet.

5. Housing Revenue Account

- 5.1 **Appendix D** sets out the pre-audit revenue outturn for the Housing Revenue Account (HRA).
- 5.2 The outturn position is showing a net surplus of £957k compared to a budgeted deficit of £370k for the year, a favourable variance of £1,327k. However, there are carry forwards and contributions to reserves that reduce this variation to a favourable variance of £928k. The outturn variance needs to be considered in the context of the forecast outturn position at Period 9, which was predicting an underspend of £812k, and also the predicted underspend for 2013/14 contained within the 2014/15 HRA budget setting papers considered by the Panel at its meeting on 28th January 2014. The outturn position has arisen as a result of variances in several areas, and has been split between service and non-service elements.

Service Areas

- 5.3 We received £233k more income than budgeted. This primarily reflects the impact of less rental & service charge income being lost from dwellings and garages than assumed within the budget, through a combination of voids and the timing of the garage site redevelopment project. We also received more income from court costs recovered.
- 5.4 There was less expenditure than anticipated in a number of areas, the major ones being as follows; There was a net underspend on Premises costs, primarily reflecting an overspend on the repairs and maintenance budgets caused by the costs of storm damage to fencing, lower utility costs, along with underspends on other CBH delegated budgets such as contract cleaning and grounds maintenance work. There was a general underspend across most Supplies and Services budgets, which was partially contributed to by a lower contribution to our Bad Debts Provision than budgeted reflecting the amount of write-off's during the year and the level of rent arrears at the year-end. Carry forward requests of £310k from the underspend on expenditure have been approved.

One-Off/Technical Items

- 5.5 There are a number of technical accounting items which are not known until the end of the financial year, such as the annual depreciation charge and the revenue contribution to the Housing Capital Programme (HIP). Given the introduction of HRA Self-financing on 1st April 2012, the majority of the HIP is funded from revenue, either via a depreciation charge or as a Revenue Contribution to Capital (RCCO). There are clear links between the two, as any change in one will lead to a change to the other. Also, any variation in expenditure and other sources of capital resources within the Capital Programme can lead to a lower or higher cost within the HRA, given this is its primary funding source. There was a lower depreciation charge of £435k in 2013/14 than assumed within the budget. Whilst this freed up resources to make a higher revenue contribution to capital the actual level of RCCO required was lower than assumed within the budget, reflecting the timing of expenditure on the redevelopment of garage sites and the timing of capital receipts from the review of sheltered accommodation. These resources will be carried

forward in the HRA balance and used to fund the re-profiled expenditure on garage sites when it occurs in 2014/15.

- 5.6 There are a number of carry forwards which have been identified, as well as a contribution to reserves for expenditure identified after the 2014/15 budget had been set, such as the costs associated with the relocation of CBH from the Gosbecks Road depot. Finally, there is a £5,950k variance on Capital Financing costs, which reflects the adjustments within the accounts for the revaluation of housing assets for 2013/14. These revaluation adjustments are reversed out within the Inter Account Transfers heading.
- 5.7 The HRA balance at 31st March 2014 is £5,464k. However, £3,864k of this balance is currently committed to future years in order to fund revenue expenditure committed to during 2013/14, together with future contributions to the Housing Investment Programme (Capital). This leaves the uncommitted HRA balance at £1,600k, which is the recommended minimum prudent level of balances. The level of balances at the year-end is broadly in line with the estimate used when the 30 year HRA Business Plan was agreed by Cabinet in January 2014. The 2014/15 HRA Medium Term Financial Forecast presented to the Panel, and agreed by Cabinet in January 2014, showed that a large part of the HRA balance will be used to support the 2014/15 Capital Programme, thus reducing the need to undertake new borrowing, which is reflected by the level of uncommitted balance at 31st March 2014.
- 5.8 The HRA is a “ring-fenced” account which means that any underspend or overspend in a given year must be retained within the HRA. The effect of the 2013/14 outturn position will need to be reflected within the Medium Term Financial Forecast (MTFF) for the HRA to establish the level of resources for future years. This will be reviewed as part of the forthcoming budget process for 2015/16.

6. Strategic Plan references

- 6.1. The priorities within the Strategic Plan are reflected in the Budget and Medium Term Financial Forecast.

7. Financial implications

- 7.1. As set out above.

8. Risk management implications

- 8.1 Risk management is used throughout the budget cycle, and this is reflected in the strategic risk register. The 2013/14 revenue budget report that was approved by Council in February 2013 detailed a number of potentially significant risk areas that had been identified during the budget process. In addition, Heads of Service identify a number of both positive and negative risk areas during the year.

9. Other Standard References

- 9.1 Having considered consultation, publicity, equality, diversity and human rights, community safety, and health and safety implications, there are none that are significant to the matters in this report.

Background Papers

None

Major Outturn Variances

Note: Underspends and additional income variances are shown in brackets.

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Corporate and Financial Management (incl. CDC)				
Corporate & Democratic Core	(16)	0	(16)	Underspend relating to 11/12 rebate for final year of audit commission fee, and grant certification fee was less than advised.
Assistant Chief Executive	(16)	0	(16)	Underspend on training costs across whole service.
Democratic Services	(75)	2	(73)	Under across salary and Locality spend – this expenditure has been allocated to projects and is subject to a carry forward request.
Legal Services	15	(9)	6	Overspend across supplies and services, under on salary spend.
Human Resources	(25)	1	(24)	Underspends across salary costs and conference and seminar fees. A proportion of the budget was earmarked for the annual Masterclass which has been deferred until May 2014 and did therefore not fall within this financial year.
Facilities	(67)	(8)	(75)	Underspends on salary costs, Repairs and Maintenance and Planed Preventive Maintenance and the cleaning contract but over across supplies and services. Net under income relating to the change of use of the Old Library, unbudgeted income from Fenwick relating to space for temporary retail unit and under on staff travel plan.
Communications & MFDs	(20)	(11)	(31)	Underspend across supplies and services due to planned work not starting this year now. Unbudgeted income for Roundabout advertising
ICT	(80)	5	(75)	Underspend on the Capita Contract combined with savings on salary costs and VDI software licence
Financial Management	(78)	(3)	(81)	Underspend across salary and insurance costs as motor claims were lower than anticipated

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Executive Management Team				
EMT	(11)	30	19	Underspend on Customer Excellence offsets the majority of income which will not be received. Overspent on redundancy costs relating to the UCC FSR.
Projects	(1)	(6)	(7)	Unbudgeted income for Haven Gateway
Community Services				
Cultural Services	4	(15)	(11)	Increased income at Visitor Information Centre (partially offset by spend related to ticket sales)
Community Zones	(14)	(23)	(37)	£58k overspend regarding Area Zones, includes large amounts of Tree Maintenance due to Storm Damage. Mostly offset by unbudgeted income of £61k (mainly Sports & Playing Fields / Castle Park). £37k overspend in Zone Management mainly due to Casual Staff and Vacancy Factor for whole area. £107k underspend on Zone Teams including Sweeper and Market functions. £19k less income than budgeted for Fees (zones), offset by less income than budgeted for Market & Street Trading of £27k.
Community Development	(47)	6	(41)	Overspend on employee and premises budgets relating to restructure and redundancies, and delayed transfer of Activity Centre. Offset by unspent grant (requested as a carry forward) and expenditure relating to income. Income was down on expectations in Activity Centres but exceeded expectations in Parks events.
Colchester and Ipswich Museums	49	(9)	40	Overspend primarily due to negative carry forward from 2012/13 (due to redundancy costs). Additional unbudgeted funding from Albert Trust (income) has increased income figure.

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Commercial Services				
Head of Commercial Services	68	0	68	Overspend in relation to the temporary Commercial management arrangements, which has been offset by salary savings within the Commercial area shown below.
Place Strategy	(402)	49	(353)	This variance reflects various salary savings (£89k) across the service, as a result of the UCC FSR and changes within the Housing Strategy team. The 2013 Tour Series was under-budget by £25k. Although a £30k pressure from the cost of planning appeals, there is still £330k under spend of the Local Plan plus the New Homes Bonus budgets which will form part of a Carry Forward request. Major Developments PPA and Spatial Policy income was under budget by the end of the year by £32k and £18k respectively. However, this is offset by the additional planning income received within Professional Services and partly reflects the split of the budget between these two areas.
Economic Growth	(2)	(70)	(72)	The final 12/13 rent reconciliation for Colchester Business Park (CBP) was £20k higher than expected, plus gains in 13/14 from the new letting arrangement for the Magistrates Court/Old Library area £38k; £28k Magdalen St bus depot and a further re Plot 49 CBP £10k and industrial ground leases £10k. Still holding a £70k accrual for potential housing wayleaves income. Digital strategy income target of £30k not achieved. Some expenditure pressures in the year including £39k from Northern Gateway/Cuckoo Farm, although offset by other under spends including NNDR and marketing.
Commercial	(357)	225	(132)	Salary savings of £105k across all posts in this area, as per forecast, although offset by over spend within the Head of Service area, shown above. £56k net under-spend on B&B/Homelessness Initiatives. Under spend of £23k on the Housing Options Team, and £25k additional income from Homeless Persons Units due to lower void levels, and a

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
				year-end adjustment to supporting people income. Bereavement services savings made on expenditure totalled £38k even after higher numbers of assisted funerals within the year, although income was £8k below budget at the year end. Monitoring & Response income pressures in Community Alarms £110k, although mitigated by an expenditure under spend of £52k Engineering £46k income shortfall has been offset by other savings, including salaries. Building Control has a £7.6k variance to budget at year end – income £31k under budget offset by £23k expenditure savings.
Customer Services				
Head of Customer Services	9	0	9	Small redundancy pressure following UCC FSR restructure in this area. Salary savings for the whole service were a net £85k by year end, £50k greater than forecast, these helped offset service pressures including £134k redundancy costs as well as printing and postage (detailed below)
Customer Operations	73	(29)	44	£88k salary underspend although £115k redundancy costs plus some pressure from IT, print & postage. New burdens grant £23k higher than original budget.
Customer Demands & Research	23	0	23	Salary pressures following UCC restructure and budgets not fully re-allocated.
Customer Solutions	(18)	(6)	(24)	Salary pressures following UCC restructure offset by underspends elsewhere.
Local Taxation & NNDR	18	(129)	(111)	Council Tax court costs income ended up £119k above budget by year end, NNDR was £6.3k under. A sharper increase in the collection of costs occurred in the last few months of the year. This extra income helps to offset the £30k pressure from the NNDR Discretionary Relief.
Benefits – Payments and Subsidy	(1,659)	1,661	2	Benefit payments lower than budget, both Private Sector and Rent Rebates, although subsidy also adjusted to reflect this.

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Operational Services				
Head of Operational Services	3	0	3	Small overspend on staff costs due to a contractual salary increase.
Sport and Leisure	(178)	348	170	A time delay for the launch of implementation has meant a delay in income growth and some planned developments. To help compensate these lower income figures, savings have been identified across the business including overtime, buildings and equipment spend. Income areas that performed above their targets were the wet side courses and Events income and below target include Lifestyles memberships £162k; car parking £55k; Pools £26k and Joint Use sports centres £9k. These issues have been addressed in the strategy and the budgets set for 2014/15.
Recycling and Fleet	384	149	533	The largest pressure was on fleet costs due to delays in the supply of vehicles in the contract, resulting in various types of occasional hire which were more expensive. Also, additional vehicle costs due to the Yard partnership not going ahead. Employee costs were overspent due to interim management arrangements and agency costs. Savings on contractors due to review of rates and reduced trade tipping costs. Shortfall in income due to savings targets for partnership working (depot & trade refuse) that did not progress. Additional income pressures on trade refuse, voids and recycling credits, which is mainly due to reduced tonnages which matches the trend reflected elsewhere in the county. This was partly mitigated by higher than budgeted income from glass sales. A number of adjustments have been made in the budgets for 2014/15 to reflect improved working arrangements.
Car Parking	(31)	316	285	Income levels from casual car parking were at 98% of 2012/13. Savings identified in expenditure budgets to mitigate pressure and adjustments have been made to the budget expectations for 2014/15.

Service Area	Variance			Comment
	Spend £'000	Income £'000	Net £'000	
Parking Partnership				As both the North Essex Parking Partnership (NEPP) on-street and off-street accounts were both in surplus (£152k and £9k respectively) by the end of the financial year there was no requirement for the Council to contribute any funds. In both cases the surplus has been retained in the NEPP ring-fenced accounts. The surpluses will be reported to the Joint Committee of the NEPP on 26 th June to confirm these actions. The deficits in the previous two years were covered by Essex County Council as agreed when the NEPP was established in April 2011.
Professional Services				
Head of Professional Services	12	0	12	£12k overspend due to recruitment costs of management post (restructure) and UCC redundancy costs
Development Services	8	(203)	(195)	Additional Planning application income received
Environmental Services	(111)	(19)	(130)	Underspend on salaries (£84k) due to staff changes and vacancies (UCC FSR). Offset by £13k overspend (Third Party Payments) regarding Air Quality staff. Underspent Supplies & Services – grant received in year covered annual costs. £28k additional income from Licensing due to enforcement work and additional £7k from housing inspections. Offsets £16k lower income than budgeted from Animal Control and £6k from Environmental Control
Electoral Services	18	(51)	(33)	Unbudgeted spend offset by larger contributions received for European and County elections than budgeted
Professional Support Units	(82)	0	(82)	Overspend relating to UCC redundancy costs. Underspends on PSU salaries due to UCC changes, group training budget, ALMO management fee savings returned to the Council and general under spends across supplies and services.
Land Charges	0	(169)	(169)	£169k more income than budgeted for Land Charges search fees

Current Period – March 2014				
End Of Year 2013/14				
Account Description	Budget for Year £'000	Actual for Year £'000	Variance (under) / over £'000	
HRA - Direct & Non-Direct				
EXPENDITURE				
Employees	139	128	(11)	Amber
Premises Related	6,793	6,607	(186)	Amber
Transport Related	4	2	(2)	Amber
Supplies & Services	981	737	(244)	Red
Third Party Payments	3,302	3,284	(18)	Green
Transfer Payments	141	168	27	Amber
Support Services	3,308	3,320	12	Green
Capital Financing Costs	15,173	8,464	(6,709)	Red
TOTAL EXPENDITURE	29,841	22,710	(7,131)	Red
INCOME				
Other Grants & Reimbursements	(132)	(177)	(45)	Amber
Customer & Client Receipts	(29,001)	(29,182)	(181)	Amber
Income-Interest	(23)	(30)	(7)	Amber
Inter Account Transfers	(315)	5,722	6,037	Red
TOTAL INCOME	(29,471)	(23,667)	5,804	Red
TOTAL NET - HRA	370	(957)	(1,327)	Red
<i>Technical Items:-</i>				
Carry Forwards		310	310	
Contributions to Reserves		89	89	
OVERALL - POSITION	370	(558)	(928)	Red

**Budget Monitoring Summary -
Year End - 2013/14**

Account Description	Budget £'000	Actual £'000	Variance (fav) / adv £'000	
By Subjective Group				
Employees	24,577	24,317	(260)	amber
Premises Related	7,556	7,313	(243)	amber
Transport Related	1,960	2,256	296	red
Supplies & Services	9,734	9,034	(700)	red
Third Party Payments	1,534	1,519	(15)	green
Transfer Payments	292	266	(26)	amber
Capital Financing Costs	130	130	-	green
Subtotal Expenditure	45,783	44,835	(948)	amber
Government Grant	(1,704)	(1,715)	(11)	green
Other Grants & Reimbursements	(3,517)	(3,573)	(56)	amber
Customer & Client Receipts	(18,898)	(18,444)	454	amber
Income-Interest	(2)	(18)	(16)	amber
Inter Account Transfers	-	-	-	green
Subtotal Income	(24,121)	(23,750)	371	amber
Total General Fund Services	21,662	21,085	(577)	amber
By Service Group				
Corp & Democratic Core	257	241	(16)	amber
Assistant Chief Executive	9,010	8,641	(369)	amber
Executive Management Team	842	854	12	green
Community Services	6,076	6,027	(49)	green
Commercial Services	752	263	(489)	red
Customer Services	2,994	2,935	(59)	amber
Operational Services	(734)	255	989	red
Professional Services	2,465	1,869	(596)	red
Subtotal General Fund Services	21,662	21,085	(577)	amber

Budget Monitoring Report for All Services - End of Year - 2013/14									
	Corp & Democratic Core ACDC £'000	Assist. Chief Executive ACEX £'000	Executive Management Team CORM £'000	Community Services CMTY £'000	Commercial Services COML £'000	Customer Services CTMR £'000	Operational Services OPER £'000	Professional Services PROF £'000	Total £'000
Account Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXPENDITURE									
EMPLOYEES									
Budget	-	3,962	755	4,605	3,374	3,114	5,556	3,211	24,577
Actual	-	3,868	771	4,608	3,259	3,175	5,493	3,143	24,317
Variance	-	(94)	16	3	(115)	61	(63)	(68)	(260)
	green	amber	green	green	amber	amber	amber	amber	amber
PREMISES									
Budget	-	1,747	1	2,602	1,327	-	1,861	18	7,556
Actual	-	1,690	1	2,656	1,170	(1)	1,781	16	7,313
Variance	-	(57)	-	54	(157)	(1)	(80)	(2)	(243)
	green	amber	green	amber	red	amber	amber	amber	amber
TRANSPORT									
Budget	-	62	7	147	37	15	1,661	31	1,960
Actual	-	45	7	135	36	12	1,998	23	2,256
Variance	-	(17)	-	(12)	(1)	(3)	337	(8)	296
	green	amber	green	amber	green	amber	red	amber	red
SUPPLIES & SERVICES									
Budget	257	3,806	107	1,662	1,350	537	1,418	597	9,734
Actual	241	3,630	79	1,594	977	569	1,424	520	9,034
Variance	(16)	(176)	(28)	(68)	(373)	32	6	(77)	(700)
	amber	amber	amber	amber	red	amber	green	red	red

Budget Monitoring Report for All Services - End of Year - 2013/14									
	Corp & Democratic Core ACDC £'000	Assist. Chief Executive ACEX £'000	Executive Management Team CORM £'000	Community Services CMTY £'000	Commercial Services COML £'000	Customer Services CTMR £'000	Operational Services OPER £'000	Professional Services PROF £'000	Total £'000
Account Description									
THIRD PARTY									
Budget	-	105	75	186	584	-	467	117	1,534
Actual	-	103	75	201	579	-	443	118	1,519
Variance	-	(2)	-	15	(5)	-	(24)	1	(15)
	green	green	green	amber	green	green	amber	green	green
TRANSFER PAYMENTS									
Budget	-	-	-	-	144	148	-	-	292
Actual	-	-	-	-	102	164	-	-	266
Variance	-	-	-	-	(42)	16	-	-	(26)
	green	green	green	green	amber	amber	green	green	amber
CAPITAL FINANCING									
Budget	-	130	-	-	-	-	-	-	130
Actual	-	130	-	-	-	-	-	-	130
Variance	-	-	-	-	-	-	-	-	-
	green	green	green	green	green	green	green	green	green
TOTAL EXPENDITURE									
Budget	257	9,812	945	9,202	6,816	3,814	10,963	3,974	45,783
Actual	241	9,466	933	9,194	6,123	3,919	11,139	3,820	44,835
Variance	(16)	(346)	(12)	(8)	(693)	105	176	(154)	(948)
	amber	amber	green	green	red	amber	amber	amber	amber

Budget Monitoring Report for All Services - End of Year - 2013/14									
	Corp & Democratic Core ACDC £'000	Assist. Chief Executive ACEX £'000	Executive Management Team CORM £'000	Community Services CMTY £'000	Commercial Services COML £'000	Customer Services CTMR £'000	Operational Services OPER £'000	Professional Services PROF £'000	Total £'000
Account Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INCOME									
GOVERNMENT GRANT									
Budget	-	-	(28)	(425)	-	(311)	(931)	(9)	(1,704)
Actual	-	-	(28)	(403)	(12)	(332)	(931)	(9)	(1,715)
Variance	-	-	-	22	(12)	(21)	-	-	(11)
	green	green	green	amber	amber	amber	green	green	green
OTHER GRANTS									
Budget	-	(74)	(45)	(1,602)	(300)	(155)	(1,296)	(45)	(3,517)
Actual	-	(77)	(51)	(1,699)	(313)	(178)	(1,202)	(53)	(3,573)
Variance	-	(3)	(6)	(97)	(13)	(23)	94	(8)	(56)
	green	green	amber	red	green	amber	red	amber	amber
CUST & CLIENT RECPTS									
Budget	-	(728)	(30)	(1,099)	(5,762)	(354)	(9,470)	(1,455)	(18,898)
Actual	-	(748)	-	(1,048)	(5,534)	(474)	(8,751)	(1,889)	(18,444)
Variance	-	(20)	30	51	228	(120)	719	(434)	454
	green	green	amber	amber	amber	red	red	red	amber
INCOME-INTEREST									
Budget	-	-	-	-	(2)	-	-	-	(2)
Actual	-	-	-	(17)	(1)	-	-	-	(18)
Variance	-	-	-	(17)	1	-	-	-	(16)
	green	green	green	amber	amber	green	green	green	amber

Budget Monitoring Report for All Services - End of Year - 2013/14									
	Corp & Democratic Core ACDC £'000	Assist. Chief Executive ACEX £'000	Executive Management Team CORM £'000	Community Services CMTY £'000	Commercial Services COML £'000	Customer Services CTMR £'000	Operational Services OPER £'000	Professional Services PROF £'000	Total £'000
Account Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INTER ACCOUNT TRANS									
Budget	-	-	-	-	-	-	-	-	-
Actual	-	-	-	-	-	-	-	-	-
Variance	-	-	-	-	-	-	-	-	-
	green	green	green	green	green	green	green	green	green
TOTAL INCOME									
Budget	-	(802)	(103)	(3,126)	(6,064)	(820)	(11,697)	(1,509)	(24,121)
Actual	-	(825)	(79)	(3,167)	(5,860)	(984)	(10,884)	(1,951)	(23,750)
Variance	-	(23)	24	(41)	204	(164)	813	(442)	371
	green	green	amber	green	amber	red	red	red	amber
TOTAL NET									
Budget	257	9,010	842	6,076	752	2,994	(734)	2,465	21,662
Actual	241	8,641	854	6,027	263	2,935	255	1,869	21,085
Variance	(16)	(369)	12	(49)	(489)	(59)	989	(596)	(577)
	amber	amber	green	green	red	amber	red	red	amber

Report of	Assistant Chief Executive	Author	Graham Coleman
Title	Capital Expenditure Monitor 2013/14		☎ 282741
Wards affected	Not applicable		

The Panel is invited to review the progress against all capital schemes during 2013/14

1. Action required

- 1.1 To note the level of capital spending during 2013/14, and forecasts for future years.

2. Reason for scrutiny

- 2.1 Monitoring capital spending is important to ensure:
 - Spending on projects is within agreed scheme budgets.
 - The overall programme is delivered within budget.
- 2.2 This report also gives the Panel the opportunity to hold Service Managers and Portfolio Holders accountable for their budgets.

3. Background

- 3.1 This report sets out details of spending for the financial year 2013/14 (April to March) and revised forecasts for future years.
- 3.2 The report includes new capital funding and changes to the capital programme.
- 3.3 The report includes capital expenditure in respect of the Housing Investment Programme, including expenditure on the Council's housing stock.

4. 2013/14 review

- 4.1 **Appendix A** sets out details of spending on all schemes along with existing expenditure forecasts provided by budget managers to provide an indication of progress against schemes in monetary terms. It should be pointed out that expenditure is unlikely to be incurred evenly throughout the year, so any apparent variances from the forecast position for the year are unlikely to indicate any over or under spending against projects as a whole, but tend to relate to timing differences between anticipated payments and actual payments to contractors. Any significant divergences from planned activity will be brought to the Panel's attention in the following paragraphs.
- 4.2 Accrued capital spending during the year totalled £22.7 million. This expenditure represents 87% of the projected spend for 2013/14.

- 4.3 It should be noted that the programme includes a number of major schemes where spending is planned across more than one year. Budget managers have profiled their forecasts for expenditure in line with expectations for 2014/15 and beyond. The table below provides a summary of the capital programme by service area:

	Total Prog.	2013/14 Spend	2013/14 Forecast	Future Years Forecast	(Surplus) / Shortfall
Service / Scheme	£'000	£'000	£'000	£'000	£'000
Corporate & Financial Mgmt	4,076.6	1,279.4	2,108.6	1,965.6	(2.4)
Operational Services	1,789.4	807.8	836.1	953.3	0.0
Professional Services	1,983.9	587.3	1,030.6	953.3	0.0
Commercial Services	7,021.5	5,122.8	6,061.9	996.3	36.7
Community Services	6,532.4	4,517.9	4,906.0	1,626.4	0.0
Completed Schemes	310.6	310.5	310.6	0.0	0.0
Housing Revenue Account	11,603.3	10,076.8	10,812.6	960.0	169.3
Total Capital Programme	33,317.7	22,702.5	26,066.4	7,454.9	203.6

- 4.4 The Capital Programme has increased by £3.1m since the previous report. Cabinet on 29 January approved new funding of £800k for the installation of PV panels on commercial properties. £2.7m is included for the purchase of the former BP site at North Colchester. Funding has been removed for elements of the Castle Museum redevelopment that have been funded from revenue. There are a number of other small adjustments for schemes funded from external grants and Section 106 monies. The Capital Programme now stands at £33.3 million.
- 4.5 The most significant areas of planned expenditure in the year are summarised in the following table:

Scheme	Forecast £'000	Actual £'000
Decent Homes & Upgrades	7,775.0	7,209.9
North Colchester Development Land	2,760.2	2,700.2
Castle Museum Redevelopment	2,727.8	2,715.4
Sheltered Accommodation Review	2,023.0	2,192.3
Universal Customer Contact FSR – ICT	1,562.7	912.7
Walls (Town, Castle and Closed Churchyards)	795.0	508.0
Disabled Facilities Grants	700.0	373.8
Garrison ex-Medical Centre	700.0	700.0
Assistance to Registered Housing Providers	655.0	655.0
Transcoast	610.6	584.2

- 4.6 The Scrutiny Panel on 20 August requested that a RAG (Red, Amber, Green) status was added to the quarterly capital monitoring report to provide a clear indicator of overall project performance. The RAG status of capital schemes is summarised in **Appendix A**. Although there are no 'Red' schemes, a total of 10 schemes were classed as 'Amber' by the budget manager. The current position against these schemes is detailed in **Appendix B** to this report.

- 4.7 There is currently a projected net overspend on the capital programme of £203.6k. This is detailed below:

Scheme	Over/ (Under) £'000
Town Hall DDA Sensory Project (forecast)	3.5
Carbon Management Programme (forecast)	(5.9)
Site Disposal Costs	36.7
Sheltered Accommodation Review	169.3
Total Net Overspend	203.6

- 4.8 The current projected overspend against the Sheltered Accommodation Review will be covered by additional resources that have been agreed for the scheme as part of the 2014/15 Housing Investment Programme. It is also possible that the small projected overspends against the Town Hall DDA Sensory Project and phase 2 of the Carbon Management Programme will be mitigated as part of the overall programme. Subject to final figures these items will be referred to a future Cabinet for consideration alongside an updated forecast of capital receipts.

5. Strategic Plan references

- 5.1 The Council's Capital Programme is aligned to the Strategic Plan.

6. Financial implications

- 6.1 As set out above.

7. Risk management implications

- 7.1 Risk management issues are considered as part of all capital projects.

8. Other standard references

- 8.1 Having considered consultation, publicity, equality, diversity and human rights, community safety, and health and safety implications, there are none that are significant to the matters in this report.

Background papers

None

Service / Scheme	Total Programme £'000	Accrued spend to Q4 £'000	Forecast Expenditure			(Surplus) / Shortfall £'000	RAG Status	
			2013/14 £'000	2014/15 £'000	2015/16 £'000		Q4	Q3
SUMMARY								
Corporate & Financial Management	4,076.6	1,279.4	2,108.6	1,735.9	229.7	(2.4)		
Operational Services	1,789.4	807.8	836.1	953.3	0.0	0.0		
Professional Services	1,983.9	587.3	1,030.6	953.3	0.0	0.0		
Commercial Services	7,021.5	5,122.8	6,061.9	993.3	3.0	36.7		
Community Services	6,532.4	4,517.9	4,906.0	1,626.4	0.0	0.0		
Completed Schemes	310.6	310.5	310.6	0.0	0.0	0.0		
Total (General Fund)	21,714.4	12,625.7	15,253.8	6,262.2	232.7	34.3		
Housing Revenue Account	11,603.3	10,076.8	10,812.6	960.0	0.0	169.3		
Total Capital Programme	33,317.7	22,702.5	26,066.4	7,222.2	232.7	203.6		
CORPORATE & FINANCIAL MANAGEMENT								
Town Hall DDA Sensory Project	7.7	7.6	7.9	3.3	0.0	3.5	G	G
Carbon Management Programme phase 2	86.9	75.6	80.0	1.0	0.0	(5.9)	G	G
CMP Phase 3 - PV Systems	800.0	238.9	242.0	558.0	0.0	0.0	G	G
Moot Hall Organ	444.1	5.0	40.8	173.6	229.7	0.0	G	G
Universal Customer Contact Fundamental Service Review - ICT	2,562.7	912.7	1,562.7	1,000.0	0.0	0.0	A	A
Universal Customer Contact Fundamental Service Review - Accommodation	145.0	19.3	145.0	0.0	0.0	0.0	G	G
Financial Systems Migration	30.2	20.3	30.2	0.0	0.0	0.0	G	G
TOTAL - Corporate & Financial Management	4,076.6	1,279.4	2,108.6	1,735.9	229.7	(2.4)		
OPERATIONAL SERVICES								
Flat Recycling Extension	10.3	0.0	0.0	10.3	0.0	0.0	A	A
Street Services FSR	44.8	1.0	44.8	0.0	0.0	0.0	A	A
Shrub End Depot - new baler and shed	856.0	15.5	0.0	856.0	0.0	0.0	A	A
Sport & Leisure FSR - Building works to Colchester Leisure World	603.2	603.2	603.2	0.0	0.0	0.0	G	G
Sport & Leisure FSR - IT works	101.1	101.1	101.1	0.0	0.0	0.0	G	G
Colchester School of Gymnastics S106	174.0	87.0	87.0	87.0	0.0	0.0	G	G
TOTAL - Operational Services	1,789.4	807.8	836.1	953.3	0.0	0.0		

Service / Scheme	Total Programme £'000	Accrued spend to Q4 £'000	Forecast Expenditure			(Surplus) / Shortfall £'000	RAG Status	
			2013/14 £'000	2014/15 £'000	2015/16 £'000		Q4	Q3
PROFESSIONAL SERVICES								
Mandatory Disabled Facilities Grants	1,348.4	373.8	700.0	648.4	0.0	0.0	G	G
Private Sector Renewals - Loans and Grants	625.1	208.0	325.1	300.0	0.0	0.0	G	G
Elections - Hardware	10.4	5.5	5.5	4.9	0.0	0.0	G	-
TOTAL - Professional Services	1,983.9	587.3	1,030.6	953.3	0.0	0.0		
COMMERCIAL SERVICES								
Park & Ride	124.4	0.0	0.0	124.4	0.0	0.0	G	G
Community Stadium	22.1	2.9	22.1	0.0	0.0	0.0	G	G
North Colchester Development Land	2,810.4	2,700.2	2,760.2	50.2	0.0	0.0	G	G
St Botolphs Regeneration	416.9	40.2	300.0	116.9	0.0	0.0	G	G
Town Centre Improvements	151.2	9.4	15.0	136.2	0.0	0.0	G	G
Town Station Square	251.7	201.7	251.7	0.0	0.0	0.0	G	G
Bus Station - CBC Enhancements	215.1	144.1	215.1	0.0	0.0	0.0	G	G
Osborne Street Bus Station	130.8	91.0	130.8	0.0	0.0	0.0	G	G
A12 Junction Facilitation	162.5	2.8	162.5	0.0	0.0	0.0	A	A
Creative Business Hub	78.5	3.8	78.5	0.0	0.0	0.0	A	A
Transcoast	610.6	584.2	610.6	0.0	0.0	0.0	G	G
Site Disposal Costs	93.4	130.1	130.1	0.0	0.0	36.7	G	G
Moler Works Site	41.4	0.0	0.0	41.4	0.0	0.0	G	G
Assistance to Registered Housing Providers	746.9	655.0	655.0	91.9	0.0	0.0	G	G
Provision of broadband in parishes	0.0	0.0	0.0	0.0	0.0	0.0	G	G
Abberton Community Fund S106	85.7	85.7	85.7	0.0	0.0	0.0	G	G
Layer Road Statue S106	18.4	7.6	2.6	15.8	0.0	0.0	G	-
Pumping Main - Distillery Lane/Haven Road	86.0	4.5	86.0	0.0	0.0	0.0	A	A
Upgrade of CCTV Equipment	221.0	41.5	41.5	176.5	3.0	0.0	A	A
Cemetery Extension	125.0	0.0	85.0	40.0	0.0	0.0	G	G
Replacement of Cremators	29.5	18.1	29.5	0.0	0.0	0.0	G	G
Temporary Accommodation Review	600.0	400.0	400.0	200.0	0.0	0.0	G	G
TOTAL - Commercial Services	7,021.5	5,122.8	6,061.9	993.3	3.0	36.7		

Service / Scheme	Total Programme £'000	Accrued spend to Q4 £'000	Forecast Expenditure			(Surplus) / Shortfall £'000	RAG	
			2013/14 £'000	2014/15 £'000	2015/16 £'000		Status	
			Q4	Q3				
COMMUNITY SERVICES								
Improving Life Opportunities	53.3	0.0	0.0	53.3	0.0	0.0	G	G
Lion Walk Activity Centre Lift	40.0	0.0	40.0	0.0	0.0	0.0	G	G
Garrison Gymnasium & MRS	700.0	700.0	700.0	0.0	0.0	0.0	A	A
Castle Park - Playground Refurbishment	30.7	8.5	8.5	22.2	0.0	0.0	G	G
Resource Centre - Highwoods Country Park	68.7	49.6	65.7	3.0	0.0	0.0	G	G
King George V Pavilion Wivenhoe S106	12.5	10.8	12.5	0.0	0.0	0.0	G	G
Bergholt Road Play Area	83.4	83.4	83.4	0.0	0.0	0.0	G	G
Holly Trees WCs Castle Park	83.2	71.7	83.2	0.0	0.0	0.0	G	G
Castle Park Sensory Garden S106	65.0	3.5	0.0	65.0	0.0	0.0	G	G
Cook's Shipyard Playsite Wivenhoe S106	33.9	28.1	33.9	0.0	0.0	0.0	G	G
Castle Park Olympic Legacy Project	125.0	0.0	0.0	125.0	0.0	0.0	G	G
Old Heath Recreation Ground Improvements	417.8	145.1	157.3	260.5	0.0	0.0	G	G
Tile House Farm Play Site	51.0	51.0	51.0	0.0	0.0	0.0	G	G
Royal Square & Pavilion Dedham	20.0	9.3	9.4	10.6	0.0	0.0	G	G
Montgomery School MUGA S106	64.4	64.4	64.4	0.0	0.0	0.0	G	G
Boadicea Way Play Site	26.7	26.7	26.7	0.0	0.0	0.0	G	-
Wivenhoe Cricket Club Pavilion	28.6	0.0	0.0	28.6	0.0	0.0	G	-
Walls - new merged scheme	961.2	508.0	795.0	166.2	0.0	0.0	G	G
Visitor Information Centre relocating to Hollytrees	47.2	42.4	47.2	0.0	0.0	0.0	G	G
Redevelopment of Castle Museum	3,619.8	2,715.4	2,727.8	892.0	0.0	0.0	A	A
TOTAL - Community Services	6,532.4	4,517.9	4,906.0	1,626.4	0.0	0.0		
HOUSING REVENUE ACCOUNT								
Decent Homes & Upgrades	7,775.0	7,209.9	7,775.0	0.0	0.0	0.0	G	G
Adaptations	562.0	466.6	562.0	0.0	0.0	0.0	G	G
Sheltered Accommodation Review	2,023.0	2,192.3	2,192.3	0.0	0.0	169.3	G	G
Council House New Build	1,000.0	104.1	130.0	870.0	0.0	0.0	G	G
Housing ICT Development	243.3	103.9	153.3	90.0	0.0	0.0	G	G
TOTAL - Housing Revenue Account	11,603.3	10,076.8	10,812.6	960.0	0.0	169.3		

Service / Scheme	Total Programme £'000	Accrued spend to Q4 £'000	Forecast Expenditure			(Surplus) / Shortfall £'000	RAG	
			2013/14 £'000	2014/15 £'000	2015/16 £'000		Status Q4	Q3
COMPLETED SCHEMES (OR WHERE RETENTION ONLY OUTSTANDING)								
Electronic Service Delivery	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
Boada Skatebowl	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
Gladiator Way - Play Equipment S106	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
Pondfields/Ripple Way Play Areas S106	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
Shrub End Sports Ground Car Park & West End Sports Ground Car Park S106								
	90.2	90.2	90.2	0.0	0.0	0.0 G	G	
Baden Powell Play Area S106	18.0	18.0	18.0	0.0	0.0	0.0 G	G	
Shelley Road Play Area	20.0	20.0	20.0	0.0	0.0	0.0 G	G	
Shrub End Community Hall S106	68.8	68.8	68.8	0.0	0.0	0.0 G	G	
Colchester Leisure World - Fitness Pool LACM and Modernisation	5.4	5.4	5.4	0.0	0.0	0.0 G	G	
Charter Hall Staging	29.6	29.6	29.6	0.0	0.0	0.0 G	G	
Mercury Theatre - Roof & Windows	18.6	18.6	18.6	0.0	0.0	0.0 G	G	
Highwoods CP Drainage S106	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
New Braiswick Park Cycle Route	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
North Colchester Business Incubation Unit								
	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
King Edward Quay	0.3	0.3	0.3	0.0	0.0	0.0 G	G	
Firstsite (VAF)	59.7	59.6	59.7	0.0	0.0	0.0 G	G	
St Botolphs Public Realm	0.0	0.0	0.0	0.0	0.0	0.0 G	G	
TOTAL - Completed Schemes	310.6	310.5	310.6	0.0	0.0	0.0		

Scheme	Spend to Q4 £'000	Forecast 2013/14 £'000	Commentary
Universal Customer Contact Fundamental Service Review - ICT	912.7	1,562.7	Further orders have been placed the largest being for the new Customer Experience Solution and telephony. This is a large and complex programme and the amber status reflects the risks around delivery. In particular the time scales are critical in supporting the delivery of the customer journey savings in 2014/15.
Flat Recycling Extension	0.0	0.0	This project has been delayed as flatted properties need to be resurveyed as they now need to accommodate containers to collect food waste. The spend will occur in 2014/15 for those locations where bins can be accommodated.
Street Services FSR	1.0	44.8	It has now been decided that the Task Management technology used in Zones is not fit for purpose in regard to what is required in Recycling and Waste. A new system is being tendered for and the spend is now likely to occur in 2014/15. This is being procured in partnership with Braintree DC and Riverside Truck Rental. The scheme will then be reviewed including any further spend required to deliver the priorities from the Street Services FSR.
Shrub End Depot - new baler and shed	15.5	0.0	The service is looking at different options to provide the building to house the equipment to process the recycling materials collected. It is investigating a partnership approach with ECC and Riverside, the Council's Fleet provider. This may reduce the costs to the Council but needs to be examined from both a legal and financial standpoint. This will move most of the expenditure to 2014/15. Expenditure was incurred earlier than anticipated on a replacement conveyor belt which can be transferred into the new location.
A12 Junction Facilitation	2.8	162.5	Final spend on drainage works - completion September 2014.
Creative Business Hub	3.8	78.5	Contribution to Creative Business Centre to be formed in the St Botolphs Quarter (old police station). Revised funding bid to ECC under ICS fund - awaiting decision. Scheme also a priority project for SELEP funding 2015/16.
Pumping Main - Distillery Lane/Haven Road	4.5	86.0	New issues uncovered which need to be resolved before scheme commences.
Upgrade of CCTV Equipment	41.5	41.5	This scheme forms part of an options appraisal that is being carried out for CCTV along with the review of the current server and equipment provision. Any potential spend will be carried forward to 2014-15.
Garrison Gymnasium & MRS	700.0	700.0	£700k has been released from Section 299a monies and paid to the PCT in respect of refurbishment works at the ex-Garrison medical centre for use as a surgery. Further monies were due to be released to refurbish the Gym so that it can be used as a community centre, however, the building was recently damaged in a serious fire and so this project may take longer than initially planned. Approval received from insurance company to appoint NPS to establish work required and associated costs.
Redevelopment of Castle Museum	2,715.4	2,727.8	Funding for redevelopment of Castle Museum, funded mainly from Heritage Lottery Fund plus other contributions. Main build is now complete and Castle is open. Final account with builders is in completion stage and by September we will have a complete final picture.

