

Scrutiny Panel Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Tuesday, 02 December 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

Audio Recording, Filming, Mobile phones and other devices

The Council audio records all its public meetings and makes the recordings available on the Council's website. Audio recording, photography and filming of meetings by members of the public is also permitted. The discreet use of phones, tablets, laptops, cameras and other such devices is permitted at all meetings of the Council, with the exception of Committee members at all meetings of the Planning Committee, Licensing Committee, Licensing Sub-Committee and Governance Committee. It is not permitted to use voice or camera flash functionality and devices must be kept on silent mode. Where permitted, Councillors' use of devices is limited to receiving messages and accessing papers and information via the internet.

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

Toilets with lift access, if required, are located on each floor of the Town Hall. A vending machine selling hot and cold drinks is located on the ground floor.

Evacuation Procedures

Evacuate the building using the nearest available exit. Make your way to the assembly area in the car park in St Runwald Street behind the Town Hall. Do not re-enter the building until the Town Hall staff advise you that it is safe to do so.

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e-mail: democratic.services@colchester.gov.uk

www.colchester.gov.uk

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, 02 December 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

9 - 14

To confirm as a correct record the minutes of the meeting held 21 October 2014.

The minutes of the meeting 11 November will be submitted to the next Scrutiny Panel meeting for confirmation.

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 Decisions Taken Under Special Urgency Provisions

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

8 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.

11 Work Programme 2014/15 15 - 22

See report of Assistant Chief Executive.

12 Colchester Hospital University Foundation Trust 23 - 32

See report of Assistant Chief Executive

13 Half-yearly Performance Report including progress on Strategic Plan Action Plan 33 - 70

See report of Assistant Chief Executive

14 Fundamental Service Review of Corporate and Financial Management – progress update for the year following the business case 71 - 80

See report of Assistant Chief Executive

15 **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 21 OCTOBER 2014

Present :-

Councillor Beverly Davies (Chairman)
Councillors Mark Cable, Dominic Graham, Jo Hayes,
Marcus Harrington, Mike Hogg, Peter Higgins, Sue
Lissimore and Chris Pearson.

Also Present:-

Councillor Tim Young

18. Minutes

The minutes of the meeting held on 16 September 2014 were confirmed as a correct record.

19. Work Programme 2014/15

Councillor Davies introduced the Scrutiny Panel Work Programme for 14/15, and highlighted the addition of the Colchester Hospital Foundation Trust on the Work Programme for the meeting on 2 December.

Councillor Davies also highlighted that as the agenda for that meeting is quite significant, the item on the results of the Colchester Borough Homes Homelessness Peer Review should be moved to the meeting in January.

Councillor Lissimore and Councillor Davies reiterated the Panels request to look at the Garrison Gym issue, as it was not possible to include it in the October meeting's agenda.

Pam Donnelly stated that the concerns from the Scrutiny Panel about explaining the delays in the forward work programme had been passed onto the Assistant Chief Executive to feed back to officers.

RESOLVED that:

- 1) The report on the results of the Colchester Borough Homes Homelessness Peer Review be moved to the January meeting.
- 2) The work programme 2014/15 be noted.

20. Review of Events of Castle Park

Councillor Beverly Davies (in respect of being a member of King Coel's Kittens Group) declared a non-pecuniary interest in this item pursuant to the provisions of Meetings General Procedure Rule 7 (5).

Councillor Mike Hogg (in respect of his spouse being a member of King Coel's Kittens Group) declared a non-pecuniary interest in this item pursuant to the provisions of Meetings General Procedure Rule 7 (5).

Cassandra Clements, Group Manager, Community Services introduced the report on the Review of Events of Castle Park. The report asked the Scrutiny Panel to consider and comment on the Events Policies for Parks and Open Spaces, and the General Conditions of Hire used by the Borough Council. The report also contained detailed information on the cancellation of the 'I am Music' festival.

With regard to the withdrawal of the venue hire for the 'I am Music' Festival, Cassandra Clements stated that the issue was first raised at the Colchester Safety Advisory Group (SAG) by a member of the Castle Park team due to the size of the event.

The SAG doesn't hold any legal powers but operates to review event applications and advise on public safety to help events take place. Its membership consists of representatives from the following:

- Essex Police
- Essex Fire and Rescue
- Essex County Council
- East of England Ambulance Service
- Licensing
- Health and Safety
- Events and Zone teams from Colchester Borough Council

In addition to the SAG, Essex Police were highly involved after Local Policing Teams raised concerns about the size of the event and the subsequent risk to the attendees and the greater community. This issue was elevated to the Tactical Policing Team who held a meeting with the 'I am Music' Group.

Cassandra Clements stated that the expectation was that the festival would go ahead throughout the process, as the SAG, including the Police, had provided guidance above and beyond what normally occurred.

A collective decision on the cancellation of the event took place on 24 July after significant intelligence was received by Essex Police and the Borough Council. The reasons behind the cancellation were provided in a letter to the organisers on 29 July 2014, which focused on the risks associated with the event, and issues around the setting up of the event.

This has been the only occasion where an event has been cancelled at Castle Park, and many other events take place successfully throughout the year. There is also an experienced team of events management staff, who help to ensure events run correctly.

As part of the Appendix the Events Policy for Parks and Open Spaces, as well as the General Conditions for Hire of Castle Park is included for suggestions from Councillors.

The following issues were raised by Councillors:

- Councillor Lissimore - How was the message conveyed to the organisers and to the public about the cancellation of the festival?

- Councillor Harrington - Suggested that there could be further time constraints placed into the contracts for hire, as a schedule of compliance.
- Councillor Higgins - Asked for background information about the 'I am Music' Community Group, and the Council's event management team. Was there difficulty with predicting the size of the event? Suggested the use of a 90 day check sheet to provide deadlines to the organisations.
- Councillor Davies - Are there background checks undertaken on the companies that wish to hire the venue, such as using Companies House and the Charity Commission?
- Councillor Graham - Concerned around the timing of the cancellation event, as Public Liability Insurance is required 8 weeks prior to the event, and confirmation of valid insurance had not been secured as of 28 days before the festival was scheduled.
- Councillor Pearson - Would it be possible to provide a timeline to groups that are hiring the venues?
- Councillor Cable - What was the impact on the risk level after the allocation of free tickets to Silk Road?
- Councillor Hayes - Questioned whether officers were aware of the finances of 'I am Music' Group, and whether the organisers could be referred to Essex Trading Standards, as young people have been left out of pocket.
- Councillor Hogg - Questioned whether the free tickets allocated to Silk Road changed the perception of the event?
- Councillor Graham - As the Police bill was not paid by 21 July, why was the event not cancelled at that opportunity?
- Councillor Higgins - Were the organisers told of the capacity of the Castle Park venue? How competent were the event organisers?
- Councillor Harrington - What money was received by the Council for the event?
- Councillor Graham - What is the payment structure for this event?
- Councillor Lissimore - Is the Council thinking of taking legal action against the 'I am Music' Group?
- Councillor Pearson - Is the 'I am Music' group still in existence?
- Councillor Higgins - Is the estimated total bill included in the agreement to hold the event?
- Councillor Davies - Asked for clarification on the payment paid 28 days in advance, when the full invoice is sent after the event.

Cassandra Clements and Inspector Gerry Parker provided the following responses:

- Once the additional information had been received a meeting was held on the 24th of July with three members of the 'I am Music' Community Group and their Safety advisor. The meeting outlined the reasons why the event had been cancelled, and gave the 'I am Music' Group an opportunity to represent themselves. The Head of Service at Colchester Borough Council was also made aware of the decision. With regard to communication with the public, a plan was put in place that the 'I am Music' Group were required to implement. This included providing information about the cancellation of the event to the press, amending the event website, and e-mailing all

who had purchased tickets. It is unclear whether the e-mail to all attendees was completed. Policing and resources were put in place in the event that anyone turned up to the cancelled festival.

- In response to Councillor Higgins the 'I am Music' group consists of approximately 20 people. The Group has aspirations to engage with the community, and has held a number of events at LeisureWorld and at Essex University. With regard to the Events Team at Colchester Borough Council, there is an officer responsible for events in Castle Park with a manager in support; Charter Hall does have a dedicated events manager. As for the numbers attending the event, it is difficult to predict precisely as a number of ticket sales occur on the day of the event. It was however difficult to obtain the full details of attendees from the organisers in this instance as a number of tickets had been given to community groups. Cassandra Clements stated that she had noted the suggestion of a schedule of compliance as a condition of hire from Cllr Harrington and Higgins.
- Background checks are not undertaken on the companies that hire Castle Park, but Public Liability Insurance is required in order to proceed with the booking.
- There were issues with receiving the correct information from the group. The assistance provided by the officers to get the event to take place was because the event was of a different nature to those events that usually take place. A judgement was made that the issues presented could be overcome throughout the advice provided.
- Timings are given to groups wishing to hire venues, stating what is required by certain dates; however these are not part of the hire agreement. The suggestion of including timings as part of the hire agreement will be looked at as part of the review of the conditions. The events team is conscious that they don't want a negative impact on the community groups that wish to hire the Park, as stringent deadlines may prohibit them from hiring the park.
- Inspector Gerry Parker responded to Councillor Cable stating that the level of risk increased closer to the event. The festival was originally intended to be a community event, and only four weeks to the event taking place the demographic changed quite significantly. This was due to the distribution of free tickets to Silk Road.
- It is not possible to comment on the finances of the organisation, as Officers only know the situation at the time of the cancellation; however both the security and bands playing at the event had not been paid. With regard to Trading Standards this would be down to the individual.
- The issue of the inclusion of Silk Road changed the event as there were 3,000 tickets given away for free. This made it much more difficult for Essex Police to assess the potential level of crime and disorder, or provide advice and mitigate the potential situation.
- In response to Councillor Graham, the Police could not force the group to pay the bill, and nor could they stop the event. The group were informed that they would be invoiced retrospectively if the Police were needed at the event. They were at that meeting given a timescale of the next day to pay the invoice, which they did.
- The organisers were informed that the capacity of the park was 9,999, with staffing, security and the acts for the event taking this down to 8,500. The organisation was

asked on a number of occasions the total number of tickets sold, but this couldn't be pinned down with the number of tickets provided free to community groups and Silk Road. The Safety Advisor employed by the organisation was very competent and experienced, providing excellent support to the group. However the 'I am Music' Group had not had experience in holding events of this size.

- No money was received from the Group by the Council for the event.
- The payment for the event was set to be received as result of the ticket sales collected.
- Feedback from the Scrutiny Panel will be welcomed with regard to whether the Council goes ahead to pursue legal action. The bill was just over £11,000 for the Council.
- Councillor Graham stated that the organisation is still listed through companies house as in existence.
- The hire agreement includes what the bill may be, but the invoice amount will be taken after the event as there may be a difference on the staffing levels and associated costs. At the time the groups are made aware that this will be the case.
- A payment 28 days prior to the event is dependent on the organisation running it. For charitable organisations payment is due after the event, as the income comes from the ticket sales achieved. For commercial events deposits in advance are required.

RESOLVED that:

- 1) The Council seeks advice from Legal Services regarding whether taking legal actions against the 'I am Music' Group is advisable.
- 2) Timescales and deadlines form part of the Conditions of Hire and are included in the Events Policy so that organisations are aware of their obligations.
- 3) A report containing the comments and suggestions from the Scrutiny Panel be submitted to the Head of Service, and a response be given to the Scrutiny Panel in due course.

Report of	Assistant Chief Executive	Author	Jonathan Baker Tel. 282207
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 As requested by the Panel the results of the Colchester Borough Homes Peer Homelessness Review has now been scheduled in for the meeting in January. This was due to the number of items included on the agenda for the meeting in December.
- 3.3 The Chairman of the Scrutiny Panel requested the inclusion of the Forward Plan of Key Decisions as part of the work programme for the Scrutiny Panel.

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 <ol style="list-style-type: none"> 1. Review of Public Events in Castle Park
11 November 2014 <ol style="list-style-type: none"> 1. Briefing paper on the former Garrison Gym 2. Local Council Tax Support – Year 3 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 <ol style="list-style-type: none"> 1. Colchester Hospital University Foundation Trust 2. Half-yearly Performance Report including progress on Strategic Plan Action Plan 3. Fundamental Service Review of Corporate and Financial Management – progress update for the year following the business case.
27 January 2015 <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. Colchester Borough Homes – Peer Homelessness Review Result 4. Strategic Plan Action Plan 2015/16
24 February 2015 <ol style="list-style-type: none"> 1. 2014-15 Capital Monitor, period April – December 2. 2014-15 Revenue Monitor, period April – December
17 March 2015 <ol style="list-style-type: none"> 1. Arts Review

COLCHESTER BOROUGH COUNCIL

FORWARD PLAN OF KEY DECISIONS 1 DECEMBER 2014 – 31 MARCH 2015

During the period from 1 December 2014 – 31 March 2015 Colchester Borough Council intends to take 'Key Decisions' on the issues set out in the following pages. Key Decisions relate to those executive decisions which are likely to:

- result in the Council spending or saving money in excess of £500,000;
- have a significant impact on communities living or working in an area comprising two or more wards within the Borough of Colchester.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. Any questions on specific issues included on the Plan should be addressed to the contact name specified in the Plan. General queries about the Plan itself should be made to Democratic Services (01206) 507832 or email democratic.services@colchester.gov.uk

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the documents listed on the Plan and any other documents relevant to each decision which may be submitted to the decision taker can be viewed free of charge although there will be a postage and photocopying charge for any copies made. *All decisions will be available for inspection at the Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester and they are also published on the Council's website, www.colchester.gov.uk*

If you wish to request details of documents regarding the 'Key Decisions' outlined in this Plan please contact the individual officer identified.

If you wish to make comments or representations regarding the 'Key Decisions' outlined in this Plan please submit them, in writing, to the Contact Officer highlighted two working days before the date of the decision (as indicated in the brackets in the date of decision column). This will enable your views to be considered by the decision taker.

Contact details for the Council's various service departments are incorporated at the end of this plan.

If you need help with reading or understanding this document please take it to the Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester or telephone (01206) 282222 or textphone users dial 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
Award of Lease at Shrub End Sports Ground	Yes	December 2014	Portfolio Holder for Communities and Leisure Services (Cllr Annie Feltham) Please contact via Democratic Services (01206)507832 email: democratic.services@colchester.gov	Portfolio Holder report, which will contain brief details of tender submissions.	Simon Grady, Sport and Leisure Participation Manager (01206) 282908 Simon.Grady@colchester.gov.uk
Appointment of Main Contractor for the Rebuilding of the Former Garrison Gymnasium – decision on the appointment of the main contractor including the scope of the works which will be set to best facilitate the subsequent conversion to a community centre.	Yes	December 2014	Portfolio Holder for Business and Resources (Cnllr Paul Smith) Please contact via Democratic Services (01206)507832 email: democratic.services@colchester.gov	Portfolio Holder report, which will contain brief details of tender submissions and the scope of works.	Neil Hopkins, Regeneration Project Co-ordinator (01206) 282245 neil.hopkins@colchester.gov.uk

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Strategic Plan 2015 – to recommend the approval of the Strategic Plan 2015 to Full Council	No	28 January 2015	Bourne, Feltham, Hunt, B. Oxford, Smith, Turrell, T. Young) Please contact via Democratic Services (01206)507832 email: democratic.services@colchester.gov.uk		Ann Hedges, Chief Operating Officer (01206) 282202 Email: ann.hedges@colchester.gov.uk
Vineyard Gate – Approval of Development Agreement and key financial terms	Yes	28 January 2015	Cabinet (Cnllrs Barlow Bourne, Feltham, Hunt, B. Oxford, Smith, Turrell, T. Young) Please contact via Democratic Services (01206) 507832 email: democratic.services@colchester.gov.uk	Cabinet Report	Fiona Duhamel, Economic Growth Manager (01206) 282252 Email: Fiona.duhamel@colchester.gov.uk
Environmental Sustainability Strategy	No	28 January 2015	Cabinet (Cnllrs Barlow Bourne, Feltham, Hunt, B. Oxford, Smith, Turrell, T. Young) Please contact via Democratic Services (01206)507832	Cabinet report. Background papers: Environmental Sustainability Strategy to be considered in conjunction with the existing Climate Risk	Wendy Bixby, Sustainability & Projects Officer (01206) 282566 mobile 07876440406 Email: Wendy.bixby@colchester.gov.uk

KEY DECISION REQUIRED	DOES DECISION INCLUDE EXEMPT INFORMATION (or information defined by the Government as Confidential)	DATE OF DECISION or PERIOD DECISION TO BE TAKEN	DECISION MAKER (title and name, including Cabinet, portfolio holders and officers)	DOCUMENTS SUBMITTED OR TO BE SUBMITTED TO DECISION TAKER TO CONSIDER (and from where they are available)	CONTACT DETAILS FROM WHICH DOCUMENTS CAN BE OBTAINED (name of the authors of the reports)
			email: democratic.services@colchester.gov.uk	Assessment, new draft Action Plan and Evidence Base document.	
Housing Strategy 2015 - to approve a new Housing Strategy for Colchester for 2015 to 2018 To recommend to full Council that the strategy be adopted as part of the Council's Policy Framework.	No	18 March 2015	Cabinet (Cnllrs Barlow Bourne, Feltham, Hunt, B. Oxford, Smith, Turrell, T. Young) Please contact via Democratic Services (01206)507832 email: democratic.services@colchester.gov.uk	Cabinet Report Housing Strategy and action plan Evidence base	Tina Hinson, Housing Strategy Manager (01206) 506903 Email tina.hinson@colchester.gov.uk Karen Paton, Housing Strategy Officer (01206) 282275 Email: karen.paton@colchester.gov.uk
Pay Award 2015/16	No	March 2015	Portfolio Holder for Business and Resources (Cnllr Paul Smith) Please contact via Democratic Services (01206)507832 email: democratic.services@colchester.gov	Portfolio Holder report	Jessica Douglas, Strategic People and Performance Manager (01206) 282239 Email: Jessica.douglas@colchester.gov.uk

**CONTACT ADDRESSES
FOR
COLCHESTER BOROUGH COUNCIL**

Adrian Pritchard, Chief Executive
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
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email: adrian.pritchard@colchester.gov.uk

Pamela Donnelly, Executive Director, Customer Operations and Partnerships
Rowan House, 33 Sheepen Road, Colchester CO3 3WG
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Ian Vipond, Strategic Director, Commercial and Place
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Scrutiny Panel

2 December 2014

Item
12

Report of	Assistant Chief Executive	Author	Jonathan Baker ☎ 282207
Title	Colchester Hospital University NHS Foundation Trust		
Wards affected	Not applicable		

The report gives details of the review of Colchester Hospital University Foundation Trust

1. Action required

- 1.1 The Panel is asked to scrutinise the work of Colchester Hospital University NHS Foundation Trust.

2. Reason for scrutiny

- 2.1 The Panel requested that Colchester Hospital University NHS Foundation Trust (CHUFT) be included on the forward work programme of the Scrutiny Panel during this municipal year.
- 2.2 Dr Lucy Moore, Chief Executive of Colchester Hospital University NHS Foundation Trust, and Tom Fleetwood a Non-Executive Director of the Trust will be attending the meeting.

3. Background information

- 3.1 An Update on Colchester Hospital University NHS Foundation Trust as submitted by CHUFT is included within the report. This report covers information on the Keogh Review, Cancer Care, Care Quality Commission Reports, Improvement Plan, Leadership and Structure as well as other issues.
- 3.2 The Borough Council is aware of some of the significant issues and pressures facing CHUFT some of which have been clearly documented and evidenced. Borough councillors as elected representatives of the residents of Colchester must take a view of the public services received by residents with health being one of those. The Council also has health and wellbeing of residents as one of its concerns. Therefore the Council, through its scrutiny function will wish to satisfy itself that improvements in the Trust are being implemented and the Council would wish to see what help and support it can provide the trust going forward.

4. Further sections

- 4.1 The report references a number of appendices, which are publically available online. The appendices are as listed below.

Appendix A: Assurance Review to Colchester Hospital University NHS Foundation Trust - NHS England, Midlands and East Region, Monitor
www.colchesterhospital.nhs.uk/assurance%20review%20report.pdf

Appendix B: Colchester Hospital University NHS Foundation Trust Action Plan (30th September 2014)

www.colchesterhospital.nhs.uk/Keogh_Review_Update.pdf

Appendix C: Progress Review of Five Cancer Services at Colchester Hospital University Foundation Trust

www.colchesterhospital.nhs.uk/Progress%20Review%20of%20Five%20Cancer%20Services%20at%20Colchester%20Hospital%20University%20NHS%20Foundation%20Trust%20-%20FINAL.pdf

Appendix D: Care Quality Commission - Colchester Hospital University Foundation Trust Quality Report

www.colchesterhospital.nhs.uk/CQC%20report%20Trust.pdf

Appendix E: Care Quality Commission - Colchester General Hospital Quality Report -

www.colchesterhospital.nhs.uk/CQC%20report%20Colchester%20General%20Hospital.pdf

Appendix F: Care Quality Commission - Essex County Hospital Quality Report -

www.colchesterhospital.nhs.uk/CQC%20report%20Essex%20County%20Hospital.pdf

Appendix G: Special Measures Action Plan - Colchester Hospital University NHS Foundation Trust - 3rd November -

www.colchesterhospital.nhs.uk/improvement_plan.pdf

Appendix H - Management Structure - Clinical Divisions

www.colchesterhospital.nhs.uk/organisational_structure/Visio-CHUFT%20Operations%20structure%2030%20Sept%202014.pdf

Appendix I - Board Vision and Corporate Objectives - September 2014

<http://www.colchesterhospital.nhs.uk/Trust%20Objectives%202014-15-%20with%20sub-objectives%20vPS.pdf>

5. Strategic Plan references

- 5.1 The agenda item links with Colchester Borough Council's Strategic Plan; 'Working in partnerships to help tackle health and crime issues.'

6. Other Standard References

- 6.1 Not applicable

Update on Colchester Hospital University NHS Foundation Trust

Background

When the Keogh Review was published on 16 July last year, Colchester Hospital University NHS Foundation Trust (the Trust) was one of only three of the 14 “Keogh Trusts” not put into special measures. However, as a result of the publication four months later (5 November) of a Care Quality Commission (CQC) inspection of the Trust’s cancer services and on the recommendation of Professor Mike Richards, Chief Inspector of Hospitals, Monitor put the Trust into special measures (14 November) “to ensure all its patients receive good quality care”. The Trust remains in special measures.

The Keogh Review

The Keogh Review recognised there had been a number of improvements at the Trust since 2010 but that there was still work to do. It called for the Trust to speed up the implementation of an action plan that had been finalised on 2 July 2013 to address the areas identified for improvement and to ensure consistency of care across all areas of the organisation.

The Keogh Review referred to “great examples of excellent care being delivered to patients,” said the “workforce is committed, loyal, passionate, caring and motivated” and “Across a variety of wards, patients provided positive feedback and were pleased with the quality of care.”

Key issues identified in the action plan included:

- quality focus – quality focus in the Trust needed further development and an underpinning strategy
- clinical leadership – the Trust needed to empower clinical leadership through an improved governance and organisational structure
- communication and engagement with staff – the Trust needed to continue to listen to staff
- staffing and skill mix – nurse staffing levels and skill mix review needed to be regularised

The Trust continued to implement its Keogh Action Plan but the organisation’s focus changed as a result of the CQC inspection of cancer services and its subsequent report (November 2013).

On 6 February this year, a panel of experts led by the Medical Director of NHS England (Midlands and East) visited the Trust at the request of Monitor to review progress against the Keogh Action Plan. Its report was published on 12 March (Appendix A). The panel reported that there had been improvements since June 2013 but “the focus on quality must remain a priority”. In 26 out of 33 areas, there had been improvements but the panel said there was still more work to do before these actions could be regarded as fully implemented. These areas included the care of deteriorating patients, infection rates after surgery, improving the complaints process, staffing levels and skill mix, and the availability of hospital porters.

There was either still significant concerns or limited or no evidence that improvements had started in six areas, including the development of a quality focus, compliance with mandatory training and support for junior doctors. One area, relating to escorting patients to the radiology department for diagnostic tests, had been fully implemented.

The Trust’s Keogh Action Plan continued to be updated regularly and, after being reviewed and signed off by Monitor, was published on the Trust website (www.colchesterhospital.nhs.uk) and NHS Choices (www.nhs.uk). However, as a result of the publication in July of three quality reports by the Care Quality Commission (See “Care Quality Commission reports”), the Trust decided to incorporate the Keogh Action Plan into a wider improvement plan (see “Improvement Plan”) encompassing all the existing action plans, such as the ones to improve emergency care and the Trust’s performance against the 18-week Referral to Treatment national standards, with the exception of the Cancer Action Plan.

Cancer care

The Trust developed a comprehensive action plan to improve cancer services in response to last November’s CQC report and publication the following month by NHS England of its *Report into the Immediate Review of Cancer Services at Colchester Hospital University NHS Foundation Trust*.

The plan, which was approved by Monitor, is constantly evolving and a summary version of it is regularly published on the Trust website and NHS Choices. The latest version, dated 31 October, is attached (Appendix B). As well as having a detailed plan, the Trust has also had expert support from the Royal Marsden.

Among the improvements that have been made are:

- a review of workloads, including a full workforce review, to ensure staff have the resources they need, which has resulted in the recruitment of additional staff. The most recent noteworthy appointment is Emma Elliott, who joined the Trust this month as Macmillan Lead Cancer Nurse/Head of Cancer Nursing
- the implementation of a new cancer information system (the nationally recognised Somerset Cancer Registry), which went live in March. It means key information is recorded on a single system rather than on multiple data bases
- more and better training. For example, a programme of regular and continuous training has been developed for Multidisciplinary Team (MDT) co-ordinators

- the Cancer Committee has been regenerated into the Cancer Board with clear terms of reference and accountability. Its members include a GP who is the cancer lead for North East Essex Clinical Commissioning Group (CCG) and the CEO of Healthwatch Essex

In July (2014) NHS England published a review of five cancer pathways at the Trust (*Progress Review of Five Cancer Services at Colchester Hospital University NHS Foundation Trust – Appendix C*) which had not been safe in December but which external clinical experts revisited and concluded were all safe with no immediate or serious concerns.

Radiotherapy has ceased at Essex County Hospital following the opening of a £25m, purpose-built, state-of-the-art radiotherapy centre at Colchester General Hospital – the most modern in the UK – which started to treat patients in June. On 22 October, cancer inpatient beds at Essex County Hospital were closed and patients transferred to West Bergholt Ward at Colchester General Hospital, which had undergone a £1.3m refurbishment.

The Trust is also undertaking a retrospective review of more than 1,000 cancer patients treated between April 2010 and November 2013. The objective is to investigate the extent of data inaccuracies and the impact on clinical care through a transparent audit process, take necessary remedial action to ensure accurate reporting and improved systems of care, and provide assurance to the public and stakeholders. It is anticipated the review will be published as early as December.

An independent investigation about how the Trust responded to concerns about cancer waiting times has been completed and handed to the Trust. We have sent the report to Essex Police and asked them to confirm that there is nothing in it that will jeopardise their criminal investigation into the alleged manipulation of cancer waiting lists. If the police confirm that they have no objections, the Trust will publish the report in full. If the police do have objections, we will say so publicly.

Colchester Hospitals Charity (CoHoC) is leading the Cancer Centre Campaign to raise £4.5m for a cancer centre at Colchester General Hospital. It is being actively supported by the Colchester Daily Gazette and the Essex County Standard.

Care Quality Commission reports

In May this year, the CQC used its new hospital inspection model to carry out a detailed inspection of the Trust. The CQC inspected eight services at Colchester General Hospital – A&E, medical care, surgery, critical care, maternity and family planning, children and young people, end of life care and outpatient services – and surgery and outpatient services at Essex County Hospital.

On 17 July, it published three separate quality reports (131 pages in total) – one into the Trust as a whole (Appendix D), one into Colchester General Hospital (Appendix E) and one into Essex County Hospital (Appendix F).

Under the CQC's inspection model, it gives a ranking of "outstanding", "good", "requires improvement" or "inadequate" to trusts, hospitals and services. The CQC gave an overall rating of "requires improvement" to the Trust and both of its hospitals.

The CQC did not give any “outstanding” ratings and only one “inadequate”. The latter was in response to the question: “Are services at this trust well-led?” The single best performing service at the Trust was critical care at Colchester General Hospital which was ranked “good” for all five categories and given an overall rating of “good”.

Surgery also performed strongly at both hospitals.

Professor Sir Mike Richards, Chief Inspector of Hospitals, said: “There have been concerns about the number of changes Colchester Hospital University NHS Foundation Trust has undergone in its leadership over the past year and it is vital this is addressed, through substantive appointments being made, to bring about stability. “There were a significant number of others areas where the trust also needed to make improvements. CQC would normally take enforcement action in these instances, however, as the trust is already in special measures, we have informed Monitor of the breaches, and they will make sure these are appropriately addressed and progress is monitored through the special measures action plan.

“Inspectors found some examples of good care, and the trust was found to be effective and staff were caring, but changes are clearly required and the trust faces a number of challenges to ensure it meets the required standards. The trust is aware of what action it now needs to take.”

Improvement Plan

A Quality Summit, hosted by the Trust, was held at Colchester General Hospital on 15 July – two days before the CQC published its quality reports. This was attended by representatives from the Trust and partner organisations such as North East Essex CCG, NHS England (Essex Local Area Team), Monitor, the CQC and Healthwatch Essex.

At that meeting, Trust Chief Executive Dr Lucy Moore announced that she was going to form an “Improvement Board” with partner organisations to oversee and review progress. She also announced that the Trust would develop a single Improvement Plan encompassing all the existing action plans, such as the ones to improve emergency care and the Trust’s performance against the 18-week Referral to Treatment national standards, with the exception of the Cancer Action Plan. The Improvement Plan also includes the improvements that the CQC identified were needed as a result of its inspection in May.

The Improvement Board, chaired by Dr Moore, met in September and October but will now meet every two months, with the next meeting being at Colchester General Hospital on 15 December.

The Trust has an extremely detailed Improvement Plan but every two months, with the approval of Monitor, an updated summary version (about 10 pages) is published on the Trust website and on NHS Choices. Here is a link to the most recent summary Improvement Plan, which is dated 3 November:
www.colchesterhospital.nhs.uk/improvement_plan.pdf (Appendix G).

The Improvement Plans includes a summary of the main concerns and the urgent actions required, the agreed timescale for improvement and the progress being made. Here are some of the main concerns and actions required:

Leadership – recruitment of a credible Board of Directors with the capacity and capability to support delivery

Leadership – put in place a clear strategy for leadership development with appropriate focus at divisional level that supports bringing governance structures to life

Staff development – development of staff to ensure they have the appropriate skills required to fulfil their responsibilities. Development to include access to appropriate supervision, regular appraisals and meeting trainees' education requirements

Engagement – ensure staff are fully conversant in the Trust vision, strategies and objectives and can contribute to the development of services

Raising concerns – ensure that staff receive appropriate and timely feedback when raising concerns and that there is appropriate reporting and scrutiny of concerns raised at board level

Risk management – ensure Trust risk management processes are robust including appropriate identification of risks, incidents, mitigation and learning at all levels in the organisation.

The Improvement Plan is discussed when the Trust's Board of Directors holds its monthly meeting in public. At these meetings, the Board also reports back on the Progress Review Meetings it holds regularly with Monitor.

Leadership

In July, the CQC identified that the Trust “needed to recruit a substantive board of directors.”

The Trust's Acting Chairman is Peter Wilson, a non-executive director since May 2011, who became Acting Chairman on 1 October this year when Dr Sally Irvine, who had been Trust Chair for the previous four years, stood down. The Trust was unable to appoint a successor to Dr Irvine after advertising nationally a first time and has advertised again. The closing date for applications is 5 December and interviews are scheduled for early 2015. It is anticipated that the new substantive Chair will play a key role in appointing a substantive Chief Executive. The Trust does not currently have any vacancies for non-executive directors.

Chief Executive Dr Lucy Moore is an interim who has been in post since May and who has agreed to stay on until September next year. Before that, she had worked at the Trust for five months to support the Medical Director and the four Divisional Directors. The Chief Operating Officer (COO) is Evelyn Barker, an interim who has been in post since January but leaves the Trust on 19 December. We have advertised for a substantive COO and interviews will be held on 25 November.

The Director of Finance (DoF) is Andy Morris, an interim who started on 1 October. Interviews for a substantive DoF were held on 11 November. Dawn Scrafield, who is the Director of Finance at the Essex Local Area Team of NHS England, is expected to join the Trust in February. The Medical Director is Dr Sean MacDonnell. His three-year term of office ended on 31 October but he has agreed to stay on until his successor is in post.

Dr Barbara Stuttle joined the Trust on 3 November as interim Director of Nursing. The Trust will shortly be advertising the post substantively.

Lynn Lane, Director of Human Resources and Organisational Development, and Nick Chatten, Projects Director, are substantive appointments. The Trust's four Divisional Directors are all substantive and are all members of the Board – Dr Charles Bodmer, Divisional Director, Medicine; Amanda Hallums, Divisional Director, Women's and Children's Services; Dr Angela Tillett, Divisional Director, Surgery; Dr Gillian Urwin, Divisional Director, Cancer and Clinical Support Services.

Structure

Colchester Hospital University NHS Foundation Trust runs Colchester General Hospital and Essex County Hospital. It also provides some services, such as maternity services and outpatient clinics, at the community hospitals at Clacton, Halstead and Harwich, and a limited number of community services.

The Trust employs a total of approximately 4,500 staff (headcount) making it one of the biggest employers in the borough.

Since May 2008, the Trust has been an NHS Foundation Trust which means that as well as having a Board of Directors, it has a Council of Governors which monitors performance and holds the directors to account and allows local residents, staff and key stakeholders to influence decisions about spending and the development of services.

It includes 15 public governor posts – five from Colchester, five from Tendring, three from Halstead & Colne Valley, one for the Rest of Essex and one for Suffolk – who are elected by public members (the Trust has 6,600 public members). In addition, there are six staff governor posts representing different groups of staff and five stakeholder governors representing organisations such as Colchester Borough Council (Cllr Annie Feltham), Colchester Garrison and Tendring District Council.

In late 2013, partly in response to the Keogh Review, the Trust introduced four Divisions in order to help the Trust to become clinically led – Cancer and Clinical Support Services; Medicine; Surgery; and Women's and Children's Services. Each division has "three at the top" – a Divisional Director, who is a clinician; an Associate Director of Nursing and Therapies and an Associate Director – Operation.

Here is a link to the structure of our Divisions (Appendix H):
www.colchesterhospital.nhs.uk/organisational_structure/Visio-CHUFT%20Operations%20structure%2030%20Sept%202014.pdf

Other issues

National standards

a) Emergency Department: The Trust is required to meet the national Emergency Department operational service standard of 95% of patients spending four hours or less from arrival to admission, transfer or discharge. The Trust's 2013/14 performance was 94.75% compared with 96.09% the previous year. The Trust achieved the 95% standard for two of the first six months of the current year (2014/15). The most recent figure – for September – was 94.46%. The Emergency Department is experiencing a significant increase in attendances.

b) Cancer: The latest figures, which are for September, show that the Trust achieved three national cancer standards and failed five others. The Trust is working to deliver plans that will ensure all cancer standards are delivered from Quarter 4 (January - March).

c) Referral to Treatment (18 weeks): Under the NHS Constitution, patients have the right to receive consultant-led treatment within 18 weeks from referral. The Trust failed two of the three main targets in September but is now delivering plans to improve performance.

d) Infection control: The Trust continues to perform well against its main infection control targets. We are allowed a maximum ceiling of 20 cases of Clostridium difficile in 2014/15 – as of 13 November, we had seen 10 cases. There have been no cases of MRSA bacteraemia since 2012/13.

Essex County Hospital

The Trust is currently working on a project to transfer all services off the Essex County Hospital site. Some of its remaining services will be relocated to Colchester General Hospital while others will move into community settings. The Trust will sell the Lexden Road site and keep the proceeds – one of the benefits of being an NHS Foundation Trust.

Nurse recruitment

The most recent figures show that we have 170 nursing and midwifery vacancies Trust-wide – a vacancy rate of 13.4%. The Trust is urgently carrying out local, national and international recruitment campaigns to recruit 100 qualified nurses by March 2015. We also aim to recruit 60 healthcare assistants (HCAs) in the same period. Nationally, there is a shortage of nurses, especially qualified staff, partly because hospital trusts, including Colchester's, expanded their nursing workforce as a result of the Francis Report (February 2013).

Finance

The Trust finished 2013/14 with a deficit of £2.4m (on an operating income of £266.7m). This was the first time for many years that the Trust reached year-end with a deficit. This year, the Trust is projecting a year-end position of a deficit of £15.9m. We expect to have to borrow money from the Department of Health and do not anticipate returning to sustainable finance balance for about five years. The Trust has a Five Year Sustainability Plan which sets out how we will achieve this

The Portal

The go-live date for the Trust's new Patient Administration System (PAS) is 28 November. Thousands of staff have undergone training in the past three months ("The Portal" is the name given to the Trust's strategy for combining all electronic clinical data into an easily accessible source that covers the whole patient journey).

Maternity services consultation

The Trust and North East Essex CCG are jointly running the "Right Start" public consultation about the future of maternity services in north east Essex. The main changes being considered relate to how the midwife-led units at the community hospitals in Clacton and Harwich should operate and increasing the number of locations where women can receive antenatal and postnatal care to include the home and children's centres, as well as GP surgeries and hospitals. The consultation ends on 10 December.

Scrutiny Panel

Item
13

2 December 2014

Report of	Assistant Chief Executive	Author	Matthew Sterling 📞 282577
Title	Half-yearly Performance Report including progress on Strategic Plan Action Plan		
Wards affected	Not applicable		

The Panel is invited to consider the performance report for the period up to the end of September 2014. This includes progress of our performance measures and an update of progress of the Strategic Plan Action Plan.

1. Action required

Scrutiny Panel is asked to:

1. Review and comment on this report, ahead of the Cabinet meeting on 28 January 2015.

The draft Cabinet report is attached.

1. 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 along with a half-yearly review of progress against our Strategic Plan Action Plan.

Progress towards achieving our overall set of organisational performance measures shows that 10 (71%) of our measures are on track to be achieved (or 'Green'), 4 (29%) are not meeting expectations to date but with improvement likely ('Amber'), and there are none currently not meeting expectations and unlikely to do so by the year-end ('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.

Cabinet

28 January 2015

Item

Report of	Assistant Chief Executive	Author	Matthew Sterling 📞 282577
Title	Half yearly Performance Report including progress on Strategic Plan Action Plan - Draft for Scrutiny		
Wards affected	Not applicable		

Cabinet is invited to consider performance against the Council's key performance measures and the Strategic Plan Action Plan as at the end of September 2014.

1. Action required

The Cabinet is asked to consider and comment on the performance update for the Council's key performance measures for the period to the end of September 2014 and on the progress update of the Strategic Plan Action Plan to the end of September 2014.

The Scrutiny Panel reviewed the report on 2 December 2014, and Cabinet is also asked to consider any comments as shown in the minutes 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 along with a half-yearly review of progress against our Strategic Plan Action Plan.

3. Performance Summary

- Progress towards achieving our overall set of organisational performance measures shows that 10 (71%) of our measures are on track to be achieved (or 'Green'), 4 (29%) are not meeting expectations to date but with improvement likely ('Amber'), and there are none currently not meeting expectations and unlikely to do so by the year-end ('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.

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.

Strategic Plan - Action Plan Half Year Performance Report April – September 2014

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

The actions in this Action Plan were approved by Scrutiny Panel on 8 July and Cabinet on 30 July 2014.

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 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

Scanning facilities are now available at both locations; self-scanning is programmed for quarter four. Residents can upload evidence from home via the Council's website. Enquiry forms have been implemented and are improving the online enquiry process.

- **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

The above actions are programmed for quarter four.

- **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

New improved top tasks website launched September 2014. Demonstrations of a new online accounts system are underway. Procurement of a suitable solution and subsequent implementation will be achieved during quarter four. Email addresses are being collected and will be used to encourage residents to use this facility. E-billing will also feature as part of this work and will ensure that a proportion of council tax accounts are in place by April 2015.

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 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 -**

Cabinet has agreed new Terms of Reference for the Waste Task and Finish Group. These ask the Group to assist the Cabinet in considering the future of the recycling and waste collection service and report back to Cabinet by June 2015. The group will be considering types of waste collection, frequencies and materials to be collected looking at high performing authorities. There will be a particular regard to reducing waste sent to landfill.

- **Plastic collections and Food Waste service from flats introduced where locations can be agreed -**

A range of different containers for the collection of food waste and plastics from flats has been identified and trial containers are being arranged with suppliers. These will be placed at different locations in the Borough and monitored for their effectiveness paying attention to contamination rates and usage. As each are designed differently feedback from users will be gained to decide on the best option to roll out.

- **Proactive work with local residents to encourage reductions in household waste and increases in recycling -**

Zones have completed 116 recycling education visits at doorsteps at half-year, for people recycling incorrectly. The majority of these are generated from the new process of Team Leaders (drivers) passing intelligence to Zones. Zones have further undertaken 250 Household Waste education visits which can involve anything to understanding where their boundary is, putting out excessive amounts of black bags to rubbish being left in front gardens and bulky collections. Zones further educate primary school children in the hope that they will take the message home. We are involved in nearly all 66 primary schools in Colchester, with 3 Junior Warden Schemes, a new learning based project called 'The 3 R's' and taking part in Crucial Crew. Specific work is undertaken with Essex University to try and combat the issues that arise when students move in / out of their accommodation.

- **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 -**

Refuse and recycling facilities are required as planning conditions on all new dwellings when not shown on the plans. This is a standard model condition used by planners. We also continue to consider carry distances for both residents and waste collection workers, as well as swept paths for dustcarts on new housing developments.

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 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 -**

At the half year point for 2014/2015 a total of 127 affordable homes had been delivered. This is in line with expected delivery for this year and exceeds total delivery (96 homes) for 2013/2014. This brings the total so far against the three-year target of 400 to 356 affordable homes. Delivery over three years is expected to achieve the target set against a backdrop of challenging economic and funding conditions.

- **Qualifying sites¹ achieve the percentage of affordable housing, as stated in Housing Policy or through a viability study for each site -**

At the end of September 2014 a total of 5 qualifying sites had legal agreements settled which specified the affordable housing contribution due on that site. The affordable housing contribution required changed from 35% on qualifying sites to 20%. Therefore, sites between April and June 2014 were subject to the 35% contribution and sites after that (and in the future) subject to the 20% contribution. The affordable housing contribution is set out below:

Total number of homes on the 2 qualifying sites	Number of affordable homes due if 35% affordable policy applied	Number of affordable homes actually secured	Commuted sum to provide affordable homes offsite in lieu of on-site for these 2 sites
119	42	10	£194,260

Total number of homes on the 3 qualifying sites	Number of affordable homes due if 20% affordable policy applied	Number of affordable homes actually secured	Commuted sum to provide affordable homes offsite in lieu of on-site for these 3 sites
1654	476	240	£653,415

¹ Qualifying sites means sites of 10 units or more in Colchester, Stanway, Tiptree, Mersea and Wivenhoe or 5 units elsewhere.

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- **To update the housing trajectory and ensure an adequate supply of housing land -**

Based on available data, the number of new homes delivered in Colchester Borough from 1st April to 30th September 2014 was 350. At the time of writing the data for the number of completions in September from the National House Building Council was not available therefore; this number is lower than the actual number of homes built over that period. Although the eventual figure may be below the half-year target of 532 (based on the new revised corporate target of 1,065 homes per year) it should be read in context: the annual house building cycle is historically lower in the summer months before increasing over the autumn and furthermore the house building market is still considered to be returning to normal economic conditions post-recession.

The new target of 1,065 is now used to reflect changes to national planning policy relating to how local housing targets should be calculated. The Council has an up to date five year housing land supply based on this new target which will be published in the Annual Monitoring Report in December 2014.

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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 -** Colchester Borough Council has designated Air Quality Management Areas (AQMA) due to elevated concentrations of Nitrogen Dioxide (NO₂) in the vicinity of several roads in the Borough. Road transport emissions are a major contributor to these elevated concentrations. The Council has submitted and had accepted by DEFRA an 'Interim Air Quality Action Plan' and the Council has recently completed a modelling review of air quality in the Borough. The Borough's final Air Quality Plan is currently being developed in partnership with Essex County Council as the Highways Authority.

- **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 -** Colchester Borough Council received DEFRA Air Quality Grant funding to develop a Low Emission Strategy (LES) to reduce harmful emissions from road transport, while simultaneously seeking reductions in greenhouse gas emissions where feasible. The LES forms part of the Borough's Final Air Quality Action Plan update, and provides an integrated approach to optimising all Council powers to influence the simultaneous reduction of road transport emissions of oxides of nitrogen (NO_x), particulates and greenhouse gases, including the strengthening of public private partnerships to achieve shared aims.

The modelling and the source apportionment study identified buses as a significant contributor to the excess levels of Nitrogen Dioxide in the town centre. This information was used to support the Council's recent application to the Clean Vehicle Technology Fund for funding to deliver a Low Emission Strategy – Bus Project. The bid, made in partnership with First Essex Bus Group, was successful and the Council was awarded £194,000 to deliver the project. The Clean Vehicle Technology Fund award will be used by First Essex Bus to fit selective catalytic reduction technology, which is proven to reduce vehicle emissions by over 80%. A particulate trap will also be fitted to eliminate most of the harmful particulate matter emissions along with cooling fans to improve fuel efficiency. The upgraded EURO 3 standard buses will be in service and operating within the town centre by January 2015.

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- **To undertake a consultation with members of the public, and key stakeholders for the LES and Air Quality Action Plan -**
When the draft Air Quality Action Plan has been finalised we will undertake consultation in accordance with statutory procedures.

- **Support Essex-wide Litter Campaign in Colchester -**

Ten areas were targeted to monitor the success of the campaign in Colchester. In seven out of the ten areas there was an overall decrease in litter of 27%. Of the litter dropped in these areas, 46% was smoking and dog related. In the final three areas there was an overall increase in litter of 91%. Of the litter dropped in these areas, 90% was smoking and dog related. In these areas we believe that the school holidays and increase in tourist visitors had an effect on the results. We have identified that smoking related litter is most predominant with it being 68% of all the litter collected over the campaign period; we therefore are going to look at potential campaigns that could target this issue in partnership with 'Keep Britain Tidy'. We can now target those areas that had an increase in litter such as working in partnership with the businesses near by.

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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 -**

The Tactical Operations Group has met regularly and has allowed for targeted enforcement of certain identified premises. The Noise from Licensed Premises Project has continued. The Environmental Protection Team and the Health & Safety Officer have carried out seven inspections of licensed premises. The premises visited were all identified as cause for concern by the Tactical Operations Group and four of the premises required re- visits to ensure that the actions identified by Officers had been completed.

- **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 -**

The Weekend Noise Service (WNS) has responded to 111 noise complaints and carried out 181 monitoring visits, mostly involving town centre premises. As a direct consequence a wide range of enforcement action has been taken under the provisions of planning, taxi licensing, smoking and noise legislation. Notably, the Environment Protection Team applied for its first Review of a Licensed Premises, upon receipt of the file which included a significant number of witness statements from WNS Officers the owners took immediate action to evict their tenants operating the business.

- **Introduce a planned programme of enforcement action in the Town Centre to support local retail, regeneration and night time economy -**

The Council took part in a successful multi-agency visit, under warrant, of a premises that is now closed. Early indications show a significant drop in night time economy alcohol-related incidents in Colchester town centre for the first four months of the current financial year compared to the same period for the previous year. This amounts to a reduction of 21% over the comparable period, with Serious Violent Crime at 3% of the total incidents. Three premises are currently on Police improvement plans and a further premises is expected to be moved to an improvement plan within the next few weeks. Improvement plans had been shown to reduce problems at the premises and as a result three possible reviews have been avoided for the time being. All zones send every Warden into Town Centre for 1 day a month with the brief to provide enforcement / education as deemed appropriate. Planned action days/ evenings to tackle litter issues have been used when there is a peak in activity. These are in partnership with Essex Police.

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- **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 -**

There is a regular monthly meeting between the licensing authority and the other responsible authorities for licensing and this has been key to improving partnership work and achieving results. The top tasks list, considered at the monthly meetings in 2014 identified 22 premises with issues and this has risen to 29 with premises being added by various responsible authorities. The position in relation to these premises is currently as follows:

- 12 premises we now have no problems following work by the various agencies
- 13 premises are the subject of active engagement either by one of the Council teams, the police or other enforcement partners
- 4 premises remain on a watch list but do not currently require active enforcement

- **Develop and implement a Night Time Improvement Plan and retain Purple Flag Accreditation -**

The Chairman of the Licensing Committee and the Licensing Manager attended the Purple Flag self-assessment evening and officers are working closely together to support this scheme. Zones have supported the purple Flag inspections with additional enforcement and cleansing actions. Purple Flag Reaccreditation application submitted on September 12th – outcome expected in late 2014.

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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 -**

Total amount of S106 payments received April to September 2014 is £18,185 for borough projects and £37,268 for ward projects. £3,740 distributed to community groups at ward level April to September 2014. Building works grant paid to 5 groups in order to keep their buildings in good order to deliver borough wide services to residents. Total amount awarded was £32,975

- **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 -**

The Council has commissioned consultants to carry out a study to provide evidence to support funding bids for new sports, recreation and open space facilities and to support the development of planning policies in Colchester's new Local Plan. Consultants have now completed consultation with the majority of sports providers and will start analysis of data, with completion scheduled for 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 506 community events in this period. This can range between events that encourage a sense of community and social engagement through to behaviour change. These are activities where the community are a key part of the overall sustainability of the project. A summary of these activities so far this year are: setting up of youth clubs in Boxsted and Monkwick, successful hand over of a youth club in Tiptree; assistance in setting up a neighbourhood watch scheme in Highwoods; Young peoples dance class handed over in Mersea; and assistance with the Eagle rock café which is a local community centre aiming to unite the civilian and military communities on the shrub end estate.

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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 -**
Crucial Crew was delivered between Monday 2nd and Friday 13th June 2014 at the Weston Homes Community Stadium, Colchester. 63 schools attended bringing 1968 year 6 pupils from across the borough. Each child was educated on seven Community Safety Scenarios namely, Road Safety, Rail Safety, Fire Safety, Recycling, Internet Safety, Anti Social Behaviour and Smoking Awareness. This was a multi agency event supported by Essex County Council, Essex County Fire & Rescue, Essex Police, Anglian Community Enterprise, British Transport Police, Colchester Borough Homes and Colchester Borough Council Zone Team.

- **Update CBC’s Safeguarding training records and complete audits in line with ESCB and ESAB -**
The Council has continued to meet this objective through a wide range of initiatives which particularly benefit vulnerable groups within the Equality Act’s ‘protected characteristics’. These initiatives will be detailed in the Council’s ‘Annual Update’ report due to be published in January 2015. The Diversity Steering Group continues to meet to embed Equality and Diversity into the council’s day-to-day business.

The proportion of staff having successfully completed ‘Level 1’ Safeguarding training (or equivalent) has continued to increase to over 75% of staff. Face to face ‘external’ training has been provided for all staff who work ‘predominantly’ with children or with vulnerable adults. Designated Safeguarding Officers have met at quarterly meetings to help refine procedures and processes. Preparation has continued for the completion of revised external audits due on 30 January 2015.

- **Award of agreed Welfare Grant Programme funding to key Voluntary Sector Partners supporting the delivery of CBC’s priorities -**
A total of £210,558 awarded to a wide range of organisations that support vulnerable residents in Colchester Borough through the Voluntary Welfare Grant programme.

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

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 Park Run celebrated its first anniversary in April. As of 6/9/2014, 72 events have taken place with 11,287 participants with an average attendance of 158.

- **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 -**

CSoG had plans drawn up to double size of the gym enabling them to take on most of the 1000+ children on their waiting list. CBC agreed a grant of £174k from S106 (Royal London sports centre area), given in two instalments and subject to a grant agreement, building began in January 2014. Project was completed on time and to budget with grand opening held on 3 August.

- **Chair the Active Colchester Network and ensure the agreed action plan is delivered -**

A CBC Officer Chairs the Active Colchester Network. Meetings take place quarterly, with the chair also attending Active Essex Network Chairs meetings. Action Plans have resulted in funding secured for a variety of projects including free sports sessions for people with disabilities at Leisure World, leader led bike rides and incentives to join in national Workplace Challenge during January – March 2014.

- **Increase participation & income in line with FSR objectives by improving the capacity for customers to book activities online, capacity for customers to self-serve at Leisure World Colchester and introducing 'My Leisure World' card**

The Web bookings system was changed at the end of July 2014 to direct customers straight to the online bookings system and this has increased online customer user numbers by over 31.5%.

A loyalty points system and price differential for Leisure Card customers was introduced in January 2014 encouraging customers to sign-up and this has proved successful, with over 25,000 Leisure Card holders at end of August 2014. The Leisure World App for mobile phones was launched in September, making it easier for customers to check availability and book classes. In the first week, 384 customers downloaded the app and 199 class bookings made using this method.

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- **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 -**

S106 funding has been used to deliver a variety of open space projects including enhanced children's play and in conjunction with Town, Parish and Community Councils creating new and improved facilities for new and existing residents. The Olympic Legacy project at Castle Park has been completed offering outdoor gym opportunities in a well used location between the park and Colchester Leisure World. New sand based play facilities have been introduced within the Upper Castle Park and proving to be extremely popular.

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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 -**

The grant was distributed after negotiating service level agreements to:- Age UK £11,083, Citizens Advice Bureau £101,791, CCVS £45,000, CTWR (core running cost) £7,738, Colchester and Tendring Women's Refuge (TWR) (outreach) £21,528, Nightshelter £8,948, Grassroots £1,366, Rural Community Council Essex £685, SHAKE £12,419 a total amount of £210,558 awarded.

- **Transfer the management of assets and services to the voluntary sector where this can achieve improved services and efficiencies -**

The Community Halls in Partnership consortium are continuing to successfully run Abbots Activity Centre since its transfer to them last year. The Garrison Gym rebuild, after the fire in 2013, is scheduled to commence early summer 2015, once a formal tender process to select a contractor to carry out the external works has been selected. The Abbey field community group who will become the tenants of this new facility will complete the internal refit once the external works have been completed.

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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 Homes Bonus funding secured feasibility studies into a new office development on the Sheepen Road car park. A potential tenant already exists and negotiations have continued leading to agreed heads of terms. Full business case will be reported to new Revolving Investment Fund Committee.

- **New funding bids through SELEP, TSB and EU -**

- South East Local Enterprise Partnership (SELEP) funding secured for Colchester Transport Packages including the Town Centre
- SELEP funding secured for Business Parks broadband
- Technology Strategy Board (TSB) funding bid secured £100k for feasibility of a Digital Spine in collaboration with local company 'Smart NE'
- European Development Regional Development Fund (EDRF) project pipeline being developed in collaboration with Essex County Council ahead of the forthcoming EU funding round

- **Continue to support the delivery of Greyfriars Hotel and East Hill House conversion -**

Refurbishment works underway with both Greyfriars and East Hill House. Works monitored by Town Centre Steering Group.

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- **Development of the first Phase of the Severalls site -**

Development already commenced with homes being sold.

- **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 -**

Masterplan consultation completed with report to committee being drafted. Heads of Terms agreed with David Lloyd Limited and legal agreements being drafted. GVA appointed to carry out viability work associated with the relocation of the Rugby Club. Destination Strategy interim report completed. Final site at Axial Way under offer to Lookers car dealership.

- **Consider approval of a planning application for North Growth Area Urban Extension -**

Planning permission granted with no judicial review. We are currently working on conditional discharge. A start is anticipated for spring 2015.

- **Progress negotiations with developers for Phase 2 to include progressing planning consent, sign development agreement**

Sale has yet to be agreed between HCA NEPFT and a prospective purchaser. Discussions are currently on going in order to secure funding for NAR2 bus way.

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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.

- **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 -**
Incubation space available at COLBEA for new companies being formed by the Colchester Enterprise Hub 'Entrepreneur Programme'. COLBEA currently has 52 businesses as tenants employing 136 people. The overall rate of churn (businesses moving out and new businesses moving in) is 30%. In 2013/14 COLBEA advised 639 clients thinking of starting a business.
- **Completion of refreshed Colchester Economic Growth Strategy -**
 - Evidence base underpinning strategy completed
 - Consultation with public & private sector partners underway – completion November 2014
 - Draft of final strategy for CBC sign off – December 2014
- **Promote and encourage SMEs to use the energy switching service linked to the Big Community Switch –**
Promotion on going using different channels including social media.
- **Progress plans for development of a Creative Incubator providing circa 22 workspace units for start up businesses**
 - Phase 1 funding secured (£1.5m) secured for the Creative Business Centre
 - Phase 2 funding plans underway including securing an operator
- **Progress development agreement and planning consent for Vineyard Gate Shopping centre -**
Scheme currently being reviewed by the Council.
- **Continue to work with the independent retail sector to deliver partner-based local initiatives -**
Working with the Colchester Retail Business Association (CORBA) and the Colchester Christmas Group to deliver projects that will drive increased footfall and retail expenditure.

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- **Progress delivery of superfast broadband and 4G mobile connectivity by the end of 2014 -**
 - Delivery of broadband for Business Parks will be accelerated following the recent award of SELEP funding
 - Urban & Rural Broadband wireless deployment using the Town Hall tower – October 2014
 - Town Centre Wi Fi infrastructure installed – awaiting final Digital Subscriber Line (DSL) connectivity – delay escalated to the highest level of the major telecommunication provider concerned
 - Deployment of improved wireless broadband by County Broadband currently established in West Bergholt, and now extended to villages in/around Abberton Reservoir

- **Increase the number of partnership links relating to business, employment and skills initiatives -**

The Colchester Eastern Enterprise Hub 'Entrepreneur Programme' has recruited 45 business mentors drawn from key businesses across the Borough. These mentors are providing their expertise (free of charge) to aspiring entrepreneurs as they turn their business idea into the creation of a new company.

The Colchester Enterprise Hub secured additional funding from Essex County Council to run two cohorts in 2014 specifically tailored to 20 people aspiring to start new creative businesses.

The Colchester Enterprise Hub in collaboration with the University of Essex, Essex County Council and Colchester Borough Council recently launched a 'Gaming Hub' based at Parkside on the University Knowledge Gateway. The Gaming Hub will enable students to develop and commercialise games and applications with intensive on site mentoring provided by 'Shark Infested Custard' a leading player in the industry.

- **Work with 'Colchester Works' to increase the promotion and take up of employment and skills initiatives to local residents and businesses -**

'Colchester Works' brings together over 40 key local organisations involved in employability and skills, recent joint bid (£50k) submitted to the Department of Work & Pensions to assist people aged 18-24 to gain employment.

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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 -**

The Colchester NEET Group which included ECC, Colchester Institute and local Secondary Heads has been disbanded, projects to reduce the numbers of young people not in education, employment or training will be led by 'Colchester Works'.

- **Work with Job Centre Plus and other partners to maintain work clubs and continue our customer support team initiative -**

The Council, Jobcentre Plus and Colchester Borough Homes have now signed up to a Local Support Framework which will set foundations to support resident's advance of the introduction of Universal Credit. The framework highlights partnership work that will support residents to get back into work to improve their circumstances whilst supporting the most vulnerable.

- **Work with the Adult Community College to increase the number of residents with skills for work by providing extra courses at community venues -**

Two Lone Parent "Back to Work events" have been held at the Community College, in partnership with Jobcentre Plus. These events replaced Back to work interviews, usually taking place at the Job Centre and resulted in thirteen Lone parents attending to receive information on what is available at the College, Family Learning, Work Clubs and volunteering. From these events, one resident went on to a volunteer role with the Credit Union, six booked Information, Advice and Guidance Sessions and four signed up for education programmes.

- **Deliver Job and Volunteers' Fairs -**

Skills and Employment Fairs were delivered in March and September 2014 with 380 and 420 residents attending respectively. Following the September event, we are already aware of seven people being offered employment, as a direct result and fifteen people signing up with the Adult College for Careers Advice.

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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 Essex County Council (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.

- **Develop a new Environmental Sustainability Strategy for Colchester -**

Public consultation for the ESS ended on the 9th October 2014. A strategy document, delivery plan and evidence base are being drafted so that the review process is completed by the end of this year. Work to support environmental sustainability has been taking place including a sustainability event called 'Leading Landlords of Colchester' which took place at the Weston Homes Stadium on the 9th October 2014. Over 60 delegates took part in finding out about making homes more energy efficient, and the wider benefits for tenants of installing energy efficiency measures.

- **Prepare an overarching Transportation Summary Document as evidence base to inform the review of the Local Plan -**

Draft document started as part of the Local Plan Review process. Transportation statements are being developed as part of the Local Plan Issues and Options document. 2011 Census Travel to work data has been analysed to understand commuting patterns in Colchester. Initial discussions had with Transport Infrastructure providers to provide transport evidence.

- **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 -**

Colchester has supported funding submissions to the Local Enterprise Partnership and Government. Approximately £15m has been allocated to Colchester through the Local Growth Fund for investment in transportation to support growth. Working with ECC to ensure that funding is directed to CBC priority areas.

- **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**

Licence signed with ECC to allow contractor on the site for delivery in March 2015. Lease drafted allowing ECC to use CBC land for 40 years for park and ride. CBC has raised with ECC how best we can help promote park and ride to potential users.

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- **Work with the public transport operators, bus and rail to improve services in Colchester -**

Successful bid made with First Buses securing £194,000 to improve emissions from bus diesel engines.

Plus bus integrated bus and rail season ticket promotion launched with bus and rail operators. Working with Abellio Greater Anglia to deliver a Cycle Point with increased cycle parking at Colchester (north) by April 2015. Also developing with Abellio Greater Anglia National Station Improvement Programme revisions to the north side station building, disabled access and improved forecourt.

- **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 -**

Walking challenge successfully completed at Severalls Business Park (May) and new contacts made through project will be pursued to determine interest in travel planning. First Loveurcar share bays installed in October. New Cycle Colchester website launched.

Support for existing Colchester Travel Plan Club members ongoing including Bike Week (June) and support for University Fresher's Fayre (October). ECC, CBC, Defence Support Group, University, and Primary Care Trust continue to actively participate in sustainable transport.

- **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 -**

The first rapid Electric Vehicle charging point was installed in Colchester with agreement of Community Stadium (July). Working with the Maltings Student accommodation unit to deliver a targeted an innovative travel plan including way finding using an existing app developed for the University. Working with developers through Planning Performance Agreements and Pre-application discussions to ensure that sustainable transport is included as part of their development proposals. Briefs have started to be developed for the new homes bonus projects.

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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 –**

Zones have utilised the Payback Scheme for clearing up West Mersea beach after the tidal surge earlier in the year; painting old play areas; a regular schedule of maintenance in the church yard areas within the town centre; alleyway clearances; we have an individual placement weekly and further Zones have assisted three of the last five placements to become employed locally.

- **Consider Equality and Diversity and promote tolerance and the diverse needs of our residents -**

'Showing tolerance and changing behaviours' is one of the Council's 'equality objectives'. These are required by the 'specific duties' contained within the Public Sector Equality Duty of the Equality Act 2010. The Council has continued to meet this objective through a wide range of initiatives which particularly benefit vulnerable groups within the Equality Act's 'protected characteristics'. These initiatives will be detailed in the Council's 'Annual Update' report due to be published in January 2015. The Diversity Steering Group continues to meet to further embed Equality and Diversity into the council's day-to-day business.

- **Continue to operate Zone working principles with a focus on local needs -**

Zone working has been running since October 2011. 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. It has been reviewed and endorsed by Executive Board and also a Scrutiny Panel in the last year. Cabinet, Councillors and Senior Managers continue to be very supportive of the approach and continue to share their views on where it works well and what can be developed which will form part of ongoing plans.

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 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 the Castle re-development 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 -**

Full data for this target will be available in December 2014. However, Colchester Castle has just been awarded the best Large Attraction of 2014 in the Essex Tourism and Hospitality Awards and Q1 & 2 figures are well ahead of targets for both visitor numbers and income. A Visitor target of 51,822 by quarter two actually achieved 60,057 and an income target of £250,323 achieved £328,206.

- **Creative Colchester strategy / Deliver identified priorities within the Action Plan -**

Data will be available in December 2014.

- **Develop and maintain delivery mechanisms for improvement and maintenance of our heritage assets across the borough**

Following the pilots last year, further heritage panels have been commissioned for six sites in the borough as part of the Colchester Castle and Wider Heritage HLF project. The sites are: St John's Abbey, St Botolph's Priory, Lexden Mount, Gosbecks Archaeological Park, Holy Trinity Church and Gryme's Dyke. These sites and a panel at East Gate should all be in place for the start of the 2015 tourist season. The Museum Service is also continuing to work in partnership with the Friends of Colchester's Roman Wall on a wall walk and a further ten panels are in preparation to accompany the three already in place or commissioned. The long standing Local Management Agreement with English Heritage remains in place and a particular focus at present is improving access at St John's Abbey Gatehouse where a metal handrail will be installed shortly. Also at St John's Abbey Gatehouse the Museum Service continues to support the Colchester Catholic Heritage Group who has taken a particular interest in this historic site. Repair work at Mersea Barrow, funded by English Heritage and coordinated by the Museum Service, has seen electric light installed inside the entrance passage of this Roman burial mound and close working continues with the Mersea Island Museum who organise regular guided tours of the site. In July 2014 the finds from Mersea Barrow were lent to Mersea Island Museum and are now on display thereby increasing public access to an important part of the island's heritage. Early indications suggest that Heritage Open Days in September, coordinated in Colchester by the Museum Service, saw a record number of visitors to the borough's heritage attractions, many of which are not regularly open.

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 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 -**

Target exceeded combining new inward investment from County Broadband (Telecommunications infrastructure) and Bowens (media and film equipment manufacturer).

- **Secure funding from Growing Places Fund, Integrated County Strategy investment fund, EU funding programmes, private sector partners and other sources for key projects -**

- Growth Hub funding (Business Support) being sought in collaboration with Essex County Council
- Appointment of Funding Coordinator to lead on identifying funding opportunities, bid writing, securing partners and project delivery
- SELEP funding secured for Colchester Transport Packages including the Town Centre
- SELEP funding secured for Business Parks broadband
- Bids made for SELEP Growth Deal Phase 2 ahead of submission to the Department of Business, Innovation and Skills (BIS) on October 3rd 2014
- European Development Regional Development Fund (EDRF) project pipeline being developed in collaboration with Essex County Council ahead of the forthcoming EU funding round
- SU Ports Phase 2 and Interreg funding being investigated
- Continue to work with and lobby the Integrated Growth Forum (formerly Integrated County Strategy)

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 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 -**

The Weekend Noise Service (WNS) continues to be promoted to the Police, Fire Brigade and Trading Standards via the Tactical Operational meeting and referrals continue to be received. The WNS worked in partnership with the Environment Agency to catch a known offender dumping wood waste in Haven Road, despite being served an injunction. The team also regularly receives referrals from Licensing, Planning Enforcement, Smoking Enforcement and more recently the Zone Teams within the Council.

- **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 work of the Warm Homes Project continues to support residents to improve the energy efficiency of their properties, which in turn can have a direct impact on their health and well-being. We continue to work with external agencies to bring funding into the borough to tackle energy efficiency and fuel poverty. The Project Officer dealing with Homelessness continues to deliver a service, whereby various professionals discuss residents who may 'slip through the net' in terms of homelessness and has assisted with the creation of a website to provide information to young people to educate them on the issues of homelessness. This work can have a direct impact on health.

- **Encourage representation on the Safer Colchester Partnership from the new Clinical Commissioning Group -**

The Clinical Commissioning Group have agreed to attend the SCP meetings, however their attendance has been very limited to date. The Chair of the Partnership continues to work with the CCG to encourage their regular attendance and input.

- **Support the work of the Neighbourhood Action Panels -**

Strategic Plan - Action Plan for 2014-2015 – update on progress against agreed actions April – September 2014

Zone Managers attend NAP meetings, providing a face to face meeting opportunity with key members of local communities. NAP attendance has always been variable across the different zones. In the past 2 months, Police attendance has been sporadic and as from 1st October 2014 it has been confirmed that Police will no longer commit to any future NAP meetings due to their restructure and the introduction of local weekly street meetings; there have been a number of questions and concerns from NAP members regarding the new format and how 'legal' issues will be reported to the police if they arise during NAP meetings. NAP meetings have been booked up until the end of March 2015 and continue to run as BAU currently, however this may be reviewed in light of the police withdrawing from these meetings.

- **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 -**

Both the Safer Colchester Partnership and Essex CCG have funded the SOS Bus for 2014-15.

Corporate Indicator Set 2014/15 Half Year Performance April – September 2014 -					
Indicator	Result 2013/14	Target 2014/15	RAG	Half Year Result 2014/15	Comments

Planning Key Indicators

KI P1 Processing of planning applications	Majors 89.7%	70%	Green	94%	<p>This half year performance level is the highest ever recorded at Colchester again. Performance across the local indicators has risen consistently for 5 years as the team have continually reviewed their working procedures, improved officer capabilities and made efficiency improvements to their systems.</p> <p>A positive national change has introduced a formal mechanism to extend application targets in agreement with applicants, where this would allow time to negotiate added value and resolve conflicts where possible. This has been used for the benefit of better quality planning without detriment to performance figures during this fiscal year.</p>
	Minors 80.1%	75%	Green	92%	
	Others 90.7%	85%	Green	95%	
KI P2 Planning appeals allowed against our decision to refuse	30%	30% maximum	Amber	34%	There has been a change in attitude of the Planning Inspectorate following instructions from central Government to be more permissive. This has continued in the appeal decisions we have observed, where we are now seeing appeals being allowed that would not have previously been considered acceptable.

Benefits Key Indicators

KI B1 Time to process housing benefit new claims and changes	14.56 days	13 days Housing Benefit	Green	11	Processing times for benefits are currently better than the yearly target. Performance should remain consistent for the rest of the year and the service should meet the year-end target of 13 days for HB and 16 days for LCTS.
		16 days LCTS		12	

Corporate Indicator Set 2014/15 Half Year Performance April – September 2014 -					
Indicator	Result 2013/14	Target 2014/15	RAG	Half Year Result 2014/15	Comments

Housing Key Indicators

KI H1 Net additional homes provided	712	1065	Green	350	<p>The new target of 1,065 is now used to reflect changes to national planning policy relating to how local housing targets should be calculated. The Council has an up to date five year housing land supply based on this new target which will be published in the Annual Monitoring Report in December 2014.</p> <p>At the time of writing the data for the number of completions in September from the National House Building Council was not available therefore 350 is lower than the actual number of homes built over that period. Although the eventual figure may be below the half-year target of 532 (based on the corporate target of 1,065 homes per year) it should be read in context: the annual house building cycle is historically lower in the summer months before increasing over the autumn and furthermore the house building market is still considered to be returning to normal economic conditions post-recession.</p>
KI H2 Affordable homes delivered (gross)	96 Total for 2 years 229	400 Three year target 2012-15	Green	127	At the half year point for 2014/2015 a total of 127 affordable homes had been delivered. This is in line with expected delivery for this year. This brings the total so far against the three-year target of 400 to 356 affordable homes. Delivery over three years is expected to achieve the target set against a backdrop of challenging economic and funding conditions.

Corporate Indicator Set 2014/15 Half Year Performance April – September 2014 -					
Indicator	Result 2013/14	Target 2014/15	RAG	Half Year Result 2014/15	Comments

Housing Key Indicators delivered by Colchester Borough Homes (CBH)

KI H3 Homelessness cases prevented	616	600	Green	296	On target – the cases prevented measures those who are owed a statutory duty of homelessness, and includes homelessness prevented by organisations who receive funding to support this.
KI H4 Rent Collected	98.24%	98%	Amber	96.81%	On target – collection levels are slightly below the same period 2012/13 but it is anticipated that the collection will be on target by year end. Note that the payment profile benefits from a rent free week at Christmas and year end.
KI H5 Average time to re-let council homes	General 15 days	General 17.5 days	Green	17 days	Average re let time is sustained at 17 days at month 6. Based on 204 properties being re let.
	Temporary 30 days	Temporary 30 days	Green	27 days	Based on 56 units of temporary accommodation being re let.

Corporate Indicator Set 2014/15 Half Year Performance April – September 2014 -					
Indicator	Result 2013/14	Target 2014/15	RAG	Half Year Result 2014/15	Comments

Waste and Recycling Key Indicators

KI W1 Residual household waste per household	430 kg	410 kg	Green	195.42	<p>The target of 410kg for residual waste is an annual target. To monitor progress throughout the year the total is divided by 12 which equates to 34.1 kg per month. The target at 6 months is 205 kg.</p> <p>The actual performance for the first six months is 195 kg and performance is on track to meet the annual target.</p>
	45.5%	48%	Green	49.32%	<p>Performance is above target and has been continuously for the first six months of the year.</p> <p>Tonnages for Garden waste, paper and plastics are up compared to the same period in 13/14. Cans are the same and glass is slightly down.</p> <p>For the first six months of 14/15 over 1,700 tonnes of food waste has been collected that was previously going to landfill.</p>
KI W3 Number of weekly missed collections	Blue week 2084	104 a week	Green	102	<p>Missed collections performance is better than targeted performance. The target is a challenging one in that it also now includes collections of food waste against the same target prior to the service being introduced.</p> <p>With each household in the Borough having four materials collected per week, the service makes approximately 306,000 collections per week. This equates to a missed collection percentage of 0.033%.</p>
	Green week 1846				

Corporate Indicator Set 2014/15 Half Year Performance April – September 2014 -					
Indicator	Result 2013/14	Target 2014/15	RAG	Half Year Result 2014/15	Comments

Resources and Organisational Key Indicators

KI R1 Council Tax collected	97.3%	97.4%	Green	57.18	The collection rate for Council Tax is on target. The half year collection rate is 0.22% down compared to this time last year and this is mainly due to residents choosing to pay their yearly council tax bill over the full 12 months rather than the traditional 10 months of the year.
KI R2 Business Rates (NNDR) collected	97.65%	97.5%	Amber	57.86	<p>The half year collection rate is 4.24% down compared to this time last year and this is mainly due to the top 100 Businesses choosing to pay their yearly NNDR bill over 12 months rather than the traditional 10 months of the year.</p> <p>This collection rate is also affected by Rateable Value changes when Businesses make an appeal to the VO. There have been two recent large RV reductions of £520K and £225K which will have also affected collection rate to date.</p>
KI R3 Sickness rate in working days	8.21 days	7.5 days	Amber	7.27	<p>This figure is a small decrease from last month's figure.</p> <p>= 2.4 days short term and 4.8 days long term.</p> <p>We are currently at amber status, bordering on red and sickness will continue to be monitored on a monthly basis.</p>

Other performance news – half-year update

- **Awards and accreditations**

The highlights are summarised here and are also shown on www.colchester.gov.uk in the [achievements](#) section

Achieved April to September 2014:	
Anglia in Bloom	Gold award for Colchester and for the Castle Park. Silver Gilt for the Cemetery, and for West End Bowls club – also winning Best individual/Community Floral Display for their planting in club colours.
Green Flag Awards	Castle Park has received its twelfth consecutive Green Flag, with High Woods receiving its eleventh. 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.
MJ awards	Finalists - shortlisted in top 5 in the 'behaviour change' category.
National Housing Federation - community impact awards	Hythe Forward , the first community land trust (CLT) in Essex was set up by the Council and Colne Housing. It was one of three finalists in the 'better neighbourhoods' category of these national awards in May 2014 – overall winner was London's Peabody Trust.
LEXCEL	Achieved the Law Society's practice management standard for the fifteenth consecutive year.

- **Other performance news for April to September 2014**

Work has been underway to prepare for the introduction of two new initiatives in the second half of 2014/15. They will help to improve the openness and accessibility of information about the Council, including our performance data.

The Local Government Transparency Code 2014 – the draft version was issued in May, and work started to get ready to meet its requirements. The regulations that will make part of the Code mandatory come into force on 31 October 2014 under section 2 of the Local Government, Planning and Land Act 1980. A [wide range of information](#) must now be published under the Code, with a legal deadline of end December for data required quarterly and end January 2015 for the annual data.

Datashare - this tool was made available to 60 local authorities at no cost due to an LGA funding opportunity. After a successful application we now have this online tool free of charge to help us publish datasets and comply with our responsibilities to publish information. Datashare can also enable self-serve and reduce Freedom of Information requests by providing easily accessible online information to customers. After a period of development, Datashare went live on the Council's website [here](#) in October.

These two initiatives have been brought together so that we use Datashare for information and datasets which must be published under the Code, for other statutory requirements such as the longstanding Publication Scheme and the new 'Openness of Local Government Bodies Regulations 2014 which came into force in August, and for other items as appropriate. This includes the publication of the Council's key performance indicators. By bringing these items together into one place on the website, it will be easier for enquirers to go straight to the information they want, and to find it quickly and in a consistent and standard format.

Report of	Executive Director	Author	Matt Sterling/Chris Reed 282577
Title	Fundamental Service Review of Corporate and Financial Management – progress update for the year following the business case		
Wards affected	All		

This report summarises the progress made “one year on” in achieving the aims of the business case relating to this Fundamental Service Review.

1. Action required

- 1.1 The Panel is asked to consider and comment on the progress made “one year on” in achieving the aims of the business case relating to this Fundamental Service Review of the Council’s Corporate and Financial Management service (CFM FSR).
- 1.2 The Panel’s comments are invited on any aspect of the progress. This may include views on aspects such as striking a good balance between achieving efficiencies and customer service, and on our next steps and future challenges

2. Reason for scrutiny

- 2.1 As with all FSRs, a report is brought back to Scrutiny Panel and Cabinet “one year on” from approval of the business case as an opportunity to review the progress made and current plans.

3. Further information

- 3.1 Please see the four-page progress summary which follows the draft Cabinet report. This includes the background, what we have done so far, and our next steps.

Cabinet

28 January 2015

Item

Report of	Executive Director	Author	Matt Sterling 282577
Title	Fundamental Service Review of Corporate and Financial Management - progress update for the year following the business case		
Wards	All		

This report concerns the Fundamental Service Review of Corporate and Financial Management, and the business case arising from this review – *nb this is a draft Cabinet report and subject to discussions at Scrutiny Panel on 2 December 2014.*

1. Decision Required

- 1.1 To consider and note the progress made since Cabinet approval in November 2013 of the business case resulting from the CFM FSR.

2. Reasons for Decision

- 2.1 As with all FSRs, a report is brought back to Scrutiny Panel and Cabinet “one year on” from approval of the business case as an opportunity to review the progress made and current plans. No alternative option is proposed.

3. Supporting Information

- 3.1 Please see the four-page progress summary which follows this report. The summary includes the background, what we have done so far, and our next steps.
- 3.2 For the CFM FSR, the key aims were delivering improved customer service, greater service resilience and recurring revenue budget savings. CFM is the backbone of the Council’s activities, managing its governance, and providing specialist support in areas such as legal, finance, democratic and civic, HR, ICT, communications, policy, and project delivery to other service groups to achieve their goals.
- 3.3 The key features of the change to be achieved were:
 - Merging existing specialist disciplines to achieve greater efficiency and to improve the co-ordination of our work.
 - Separating ‘judgement-based’ work from ‘process-based’ work, and move the process work to the new corporate Professional Support Unit.
 - Merging the Town Hall Events team with the Charter Hall Events team.
 - The migration of the Buildings and Facilities team to Colchester Borough Homes (CBH) to achieve greater resilience and efficiencies.
 - The integration into the Service of the existing Strategic Change team to maximise the benefit of our strategic change capacity for the organisation as a whole, and to integrate this with our work to manage and improve the performance of our people.
 - The addition of ‘account manager’ responsibilities to some of our existing Business Partner roles to improve the co-ordination of our involvement in customers’ work.
 - The creation of collaborative teams across disciplines to improve co-ordination and create new standards for customer service.

4. Strategic Plan references

- 4.1 The business case contributes to the vision and broad aims set out in the Strategic Plan 2012-15, and the priority area of delivering high quality, accessible services.

5. Consultation and publicity considerations

- 5.1 Customers, staff and Unison played an important part in the development of this business case and in its implementation to date.
- 5.2 Employee engagement and involvement has been key to the success of the review. A communications and engagement plan was in place throughout, and staff were encouraged to input their experience and ideas. Fortnightly updates by e-mail and a section on the Council's intranet helped staff to keep informed as the FSR went through its various stages. The intranet enabled staff to access all related information in one place including a timetable of what would happen when, and 'frequently asked questions' to clarify queries. Staff were also formally consulted throughout the 'at risk', interview and recruitment stages from 6 January 2014.

6. Financial implications

- 6.1 The financial improvement generated by this business case were all from reduced salary costs - £300,000 recurring (full year), with £250,000 saving in 2014/15 (part-year). We are on track to achieve these savings with the introduction of the new operating model from 1 June 2014.
- 6.2 There is more information in the "new operating model" section on page 6, with "before and after" charts in Appendix 1 to help illustrate what has changed.
- 6.3 There is limited scope to increase income, as CFM's main function is to be a streamlined, specialist service for the rest of the Council. However, there should be some further procurement efficiencies following team mergers.

7. Equality and Diversity Implications

- 7.1 Please [click this link](http://www.colchester.gov.uk), or follow this pathway from the homepage of www.colchester.gov.uk: Council and Democracy>Policies, Strategies and Performance>Equality and Diversity>Equality Impact Assessments>Corporate and Financial Management>Business Case.

8. Other Standard References

- 8.1 No specific Human Rights, Community Safety or Health and Safety implications.

9. Risk Management Implications

- 9.1 The principal risks associated with this review have been associated with our capacity to deliver this change, the retention of key members of staff during the change, the effect on performance, income and customer service during transition, the potential for customer dissatisfaction resulting from fewer resources to serve them, and the ability of staff to manage with fewer teams and greater responsibilities. These risks are being actively managed by the project sponsor, the Head of Service and by the new GMT managers.

CFM FSR Business Case – progress report ‘one year on’

The CFM FSR business case was considered by Scrutiny Panel on 29 October 2013 and approved by the Cabinet on 27 November 2013.

The 3 goals of the business case were summarised as:

1. introduce a new operating model for the service
2. improve our efficiency and deliver £300,000 budget savings each year
3. enable the service to be more customer-focused, resilient and sustainable.

Significant achievements have been made ‘one year on’ from approval of the business case in November 2013 and ‘go live’ of the new service on 1 June 2014.

This report summarises our progress to date in achieving these goals, and concludes with an outline of next steps. It is followed by a “before and after” structure chart at Appendix 1.

Background

The business case would deliver a new operating model with five themes:

- demand management
- better understanding and earlier intervention
- re-modelling
- capacity for effectiveness
- culture change.

The main issues for improvement were:

- **earlier intervention:** a need to get involved with customers’ projects earlier to offer better service and to avoid causing any delays
- **co-ordination:** a need to better co-ordinate the disciplines within CFM and their support for customers
- **resilience:** a need to improve the resilience of CFM processes with a high number of staff currently performing ‘single person’ roles
- **separation of specialist and process work:** to avoid specialists also performing the routine process or administration work of the Service.

Taking our inspiration from the Council’s corporate goals, we will create and embed a culture that:

- focuses on adding value to our customers
- enables multi-skilled working
- supports the Council’s commercial ambitions.

Achieving the 3 goals of the CFM FSR business case

1. Introduce a new operating model for the service

The new operating model was introduced after a period of staff consultation and recruitment in Spring 2014. This new model has:

- introduced an entirely new organisational structure for the service
- reduced the number of general managers from 10 to 4
- streamlined the 'before v after' overall staff resource by around 12%
- separated out the process elements from specialist tasks, shifting 10% of CFM's salary budget to the new Council-wide Professional Support Unit
- migrated the Buildings and Facilities team to Colchester Borough Homes (CBH) to achieve greater resilience and efficiencies, shifting a further 14% of salary budget
- merged the Town Hall Events team with the Charter Hall Events team, as part of the Council's Operational Services
- facilitated better co-ordination by merging the teams within the service
- encouraged multi-skilling, for example the number of separate job titles and roles in the service has reduced by 47%
- placed a greater emphasis on customer service.

2. Improve our efficiency and deliver £300,000 budget savings each year

The savings were all from salary costs - £300,000 recurring (full year), with £250,000 saving in 2014/15 (part-year). We are on track to achieve these savings with the introduction of the new operating model from 1 June 2014.

3. Enable the service to be more customer-focused, resilient and sustainable

The recruitment to new roles tested candidates' approach to providing excellent customer service and prioritised this criterion in the selection process.

The merger of specialisms within the service under common management teams is already improving how service to customers is co-ordinated.

As a result a new set of customer commitments has been sent to all managers in the organisation to empower them to 'hold us to our promises'.

We are now taking the implementation of the FSR to the next level. Some examples of achievements since 'go live' in June 2014 are shown on the next two pages, followed by our future plans.

Implementing themes/improvements - what have we done so far?

Some examples are:

Demand management and self-serve

CIMS, the new online system for publishing committee papers was launched in August and enables people to easily access the information they want electronically. Work has started to introduce a new finance system called 'Collaborative Planning' which will enable people to better set and manage their own budgets without the need for data entry by an Accountant.

Better understanding and earlier intervention

3 individuals have taken on the extra responsibility of being Account Managers. These roles are to liaise with customers to ensure they receive support from the relevant officers within CFM at the right time to aid the delivery of their work or projects. Some of our customers have already started to use these people to help them scope the corporate support they will need in their projects.

Remodelling

New Job Accountability Statements and Person Specifications were written for every role in CFM, to reflect the requirements of the new operating model and of the Council's organisational values of 'customer, business and culture'. This led to more than 95% of permanent postholders being put 'at risk' – which reduced to 31% after a 'matching' process of staff against new roles. Being in a new role or a new team has opened opportunities for all staff who remained within the service.

During the last year:

- the number of team managers was reduced from 10 to 4
- 9 posts were made redundant – 7 voluntary and 2 compulsory
- about 25% of CFM staff 'merged' into other teams outside of the service - the PSU, events and online teams within the Council, and the Facilities team is now in CBH
- 5 new people have joined from outside CBC as a number of CFM staff decided to take up opportunities elsewhere.

We are starting to see many examples of improved effectiveness as a result of a structure that aids co-ordination rather than hinders it. Some early examples include:

- The ICT team have been handling several significant corporate change projects such as moving our data centre and introducing a new telephony system. These changes require staff and councillors to receive key messages along the way. Having combined our ICT and Communications functions, we have been better able to ensure we keep our customers up-to-date.
- By incorporating our Health and Safety and Governance functions, we have been able to co-ordinate our approach to policy making and reporting.
- By incorporating our corporate performance reporting and our project reporting under the same roles, we have been able to increase the frequency of reporting to customers, now producing key performance reports monthly.

Multi-skilling and resilience

The new structure significantly reduced the number of separate roles by introducing more generic job descriptions to encourage multi-skilling. Managers are now facilitating peer-to-peer training so officers can take on their wider responsibilities.

Capacity for effectiveness

The new operating model included some increased resource where we lacked it before. These have included new internal communication capacity which is helping us meet some of the recommendations from the Council's recent Peer Challenge.

Culture change

We held a workshop in July for all CFM staff to agree how we will deliver improvements to our customer service. As a result a new set of commitments were sent to our internal customers. These are shown below:

P-I-T-C-H

Professional

We commit to give professional, quality advice in plain English and have a can do, solution based attitude.

Informed

We commit to invest time to understand our customers' needs so each piece of advice we give is bespoke and appropriate.

Timely

We commit to give prompt responses, agree a time frame, make a plan of action where necessary and give regular updates.

Clear

We commit to have a well defined structure, and well defined roles so you know who we are, what we do and how we can help.

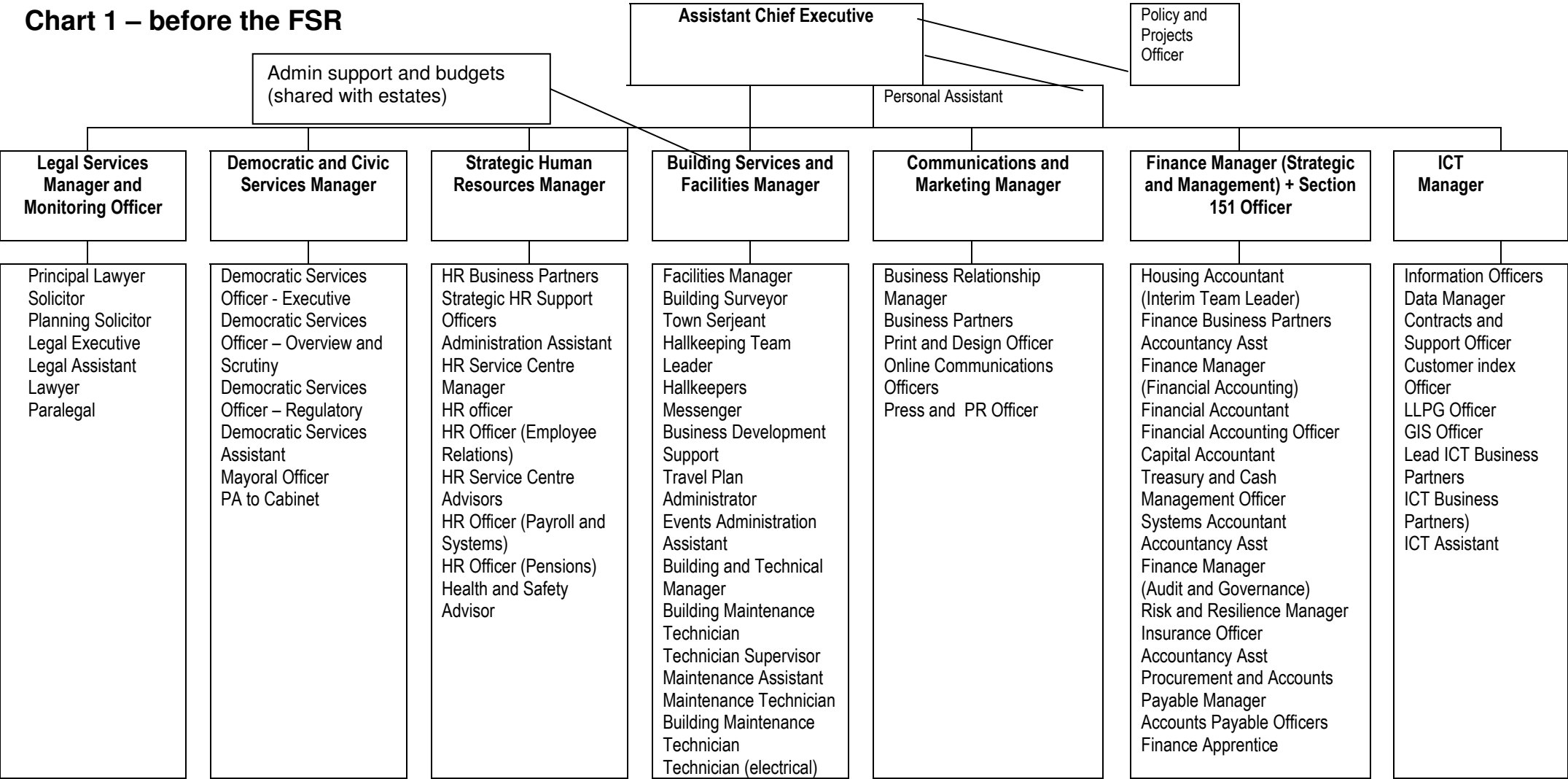
Holistic

We commit to make connections so a task or project is not looked at in isolation but how it affects everyone.

Our next steps

1. CFM is on track to deliver its FSR saving for 2014-15 as well as achieving its regular savings targets relating to vacant posts.
2. The few remaining vacant posts within the structure are either being recruited to at present or are being reviewed for appropriateness.
3. Following the integration of the Strategic Change Team into CFM as part of this FSR, the team's role and functions are now being reviewed.
4. Training for staff to broaden their roles and to realise our aspirations of multi-skilling is ongoing.
5. As people learn their new roles, we are actively monitoring whether we have the right resources in the right areas to meet the organisation's needs.
6. CFM's Management Team is producing a 2-year plan for 2015-17 to chart the work which the Council is likely to require of us, and to plan further pro-active changes.
7. Develop the potential to position CFM as a credible commercial/shared service partner.

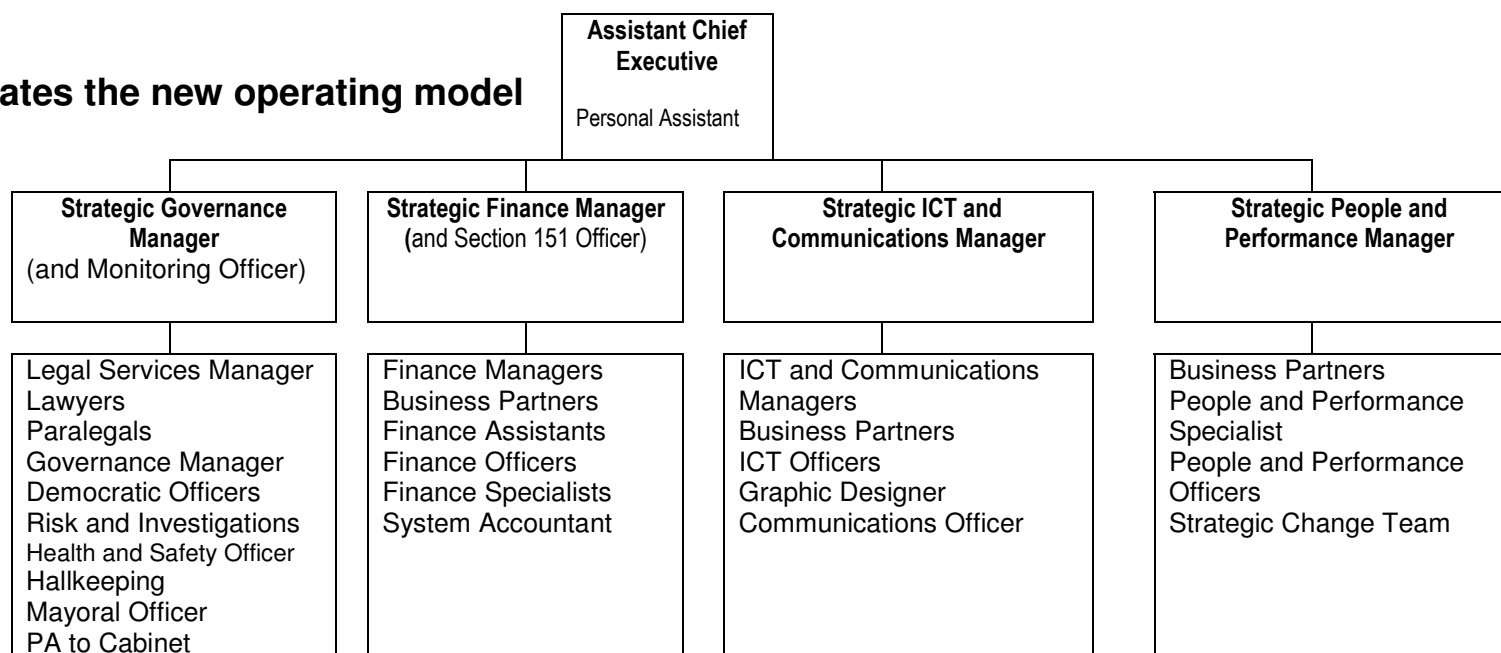
Chart 1 – before the FSR



The chart above shows the Service structure as it was in 2013, with 108 people equating to 94 full-time members of staff (FTEs). The staff resource allocation, including on-costs, was £3.4 million. The Service as a whole was divided into a large number of small teams and had 10 Group Management Team (GMT) level managers.

CFM FSR business case – staff structure “before and after”

Chart 2 – illustrates the new operating model



This chart shows the new operating model which has been in place since 1 June 2014. The full-year recurring savings in salary costs resulting from this review is £300,000 (£250,000 for the part-year of 2014/15)

The Service as a whole has been streamlined into the four collaborative teams shown above. There are four Group Management Team (GMT) level managers instead of the previous 10. The overall staff resource has been streamlined by around 12%.

By merging these GMT areas, and by separating out ‘rule-based’ processes from ‘judgement-based’ specialist work, we have been able to achieve efficiencies by reducing the management overhead and through multi-skilling roles.

CFM FSR business case – staff structure “before and after”