

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Wednesday, 02 September 2015 at 18:00**

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

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.

Library and Community Hub, Colchester Central Library, 21 Trinity Square, Colchester, CO1 1JB

telephone (01206) 282222 or textphone 18001 followed by the full number you wish to call

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

www.colchester.gov.uk

COLCHESTER BOROUGH COUNCIL
Cabinet
Wednesday, 02 September 2015 at 18:00

Members:

Leader and Chairman	Councillor Paul Smith (Liberal Democrats) Councillor Tina Bourne (Labour) Councillor Mark Cory (Liberal Democrats) Councillor Annie Feltham (Liberal Democrats) Councillor Bill Frame (Liberal Democrats) Councillor Dominic Graham (Liberal Democrats) Councillor Beverley Oxford (Highwoods and Stanway Independent) Councillor Tim Young (Labour)
---------------------	---

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

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

1 Welcome and Announcements

- a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.
- (b) At the Chairman's discretion, to announce information on:
 - action in the event of an emergency;
 - mobile phones switched to silent;
 - the audio-recording of meetings;
 - location of toilets;
 - introduction of members of the meeting.

2 Urgent Items

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

The Chairman has agreed that the attached report "Establishment of a Friendship City Relationship" with the City of Yangzhou, People's Republic of China" should be considered at the meeting as an urgent item. A decision needs to be taken in advance of the Mayor's visit to China on 27 September - 1 October 2015 and this

is the last Cabinet meeting before the visit.

Establishment of a "Friendship City Relationship" with the City of Yangzhou, People's Republic of China 9 - 14

See report by the Head of Commercial Services

3 Declarations of Interest

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

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

4 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.

5 Minutes

To confirm as a correct record the minutes of the meeting held on 8 July 2015.

08-07-15 final

15 - 22

6 Call-In Procedure

To consider any items referred by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.

7 Economic Growth and Planning

7(i) Economic Growth Strategy 2015-2021

23 - 40

See report by the Head of Commercial Services

8 Community Safety, Licensing and Culture

8(i) Implementing the Environmental Sustainability Strategy - Signing Up to the LGA Climate Local Commitment

41 - 46

See report from the Head of Commercial Services

9 Communities and Leisure Services

9(i) Grounds Maintenance Contract

47 - 54

See report by the Head of Community Services

9(ii) Centralised CBC Events Management Service

55 - 56

See report by the Head of Commercial Services

10 Resources

10(i) Year End 2014/15 Performance Report and Strategic Plan Action Plan

57 - 84

See report by the Assistant Chief Executive

10(ii)	New Strategic Plan Action Plan	85 - 90
	See report by the Assistant Chief Executive	
11	Customers	
11(i)	Local Government Ombudsman - Annual Review 2014-15	91 - 96
	See report by the Monitoring Officer	
12	General	
12(i)	Progress of Responses to the Public	97 - 98
	To note the contents of the Progress Sheet	
13	Exclusion of the Public (Cabinet)	
	In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).	

Part B

(not open to the public including the press)

14	Minutes - Part B
	To approve the not for publication extract from the minutes of the meeting on 8 July 2015.

08-07-15 not for publication extract

- This report is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (financial / business affairs of a particular person, including the authority holding information).

15 **Communities and Leisure Services - Part B**

15(ii) **Centralised CBC Events Management Service**

The following minute and attached papers contain exempt information (financial/business affairs of a particular person including the authority holding the information) as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

See recommendation in minute from the Trading Board meeting of 5 August 2015.

Report of	Head of Commercial Services	Author	Gareth Mitchell
Title	Establishment of a “Friendship City Relationship” with the City of Yangzhou, People’s Republic of China		
Wards affected	All		

This report concerns the establishment of a “Friendship City Relationship” between Colchester and the City of Yangzhou, People’s Republic of China.

1. Decision(s) Required

- 1.1 To authorise the Mayor of Colchester to sign a “Friendship City Relationship” agreement with the City of Yangzhou, People’s Republic of China.

2. Reasons for Decision(s)

- 2.1 The Borough of Colchester signed a Memorandum of Understanding (MoU) with the City of Yangzhou in 2007 to encourage the development of ties between the two communities and in October 2014 the Mayor of Colchester and the Leader of the Council hosted visitors from Yangzhou in Colchester in order to further the aims of the MoU for the mutual benefit of both the Borough of Colchester and the City of Yangzhou.
- 2.2 As a direct result of that visit, the Mayor of Colchester has been invited by the City of Yangzhou to attend the City’s 2,500 year anniversary celebrations at the end of September 2015 as a next step in the developing relationship between the two communities.
- 2.3 As part of the visit the City of Yangzhou has proposed that a signing ceremony is held for both the Borough of Colchester and the City of Yangzhou to sign formally a “Friendship City Relationship” agreement. This report asks for Cabinet’s authorisation for the Mayor of Colchester to sign this agreement on behalf of the Council. A copy of the proposed “Friendship City Relationship” agreement is attached at Appendix 1.

3. Alternative Options

- 3.1 Not to authorise the Mayor of Colchester to sign the agreement which would exclude Colchester from exploiting opportunities of mutual benefit in the fields of economy, trade, science and technology, culture, education, sports, health, personnel with the City of Yangzhou.

4. Supporting Information

- 4.1 Yangzhou is located in the middle of Jiangsu Province, which already has an established partnership relationship with the County of Essex. There is also a successful existing agreement between the Colchester and Ipswich Museum Service and the museum in Nanjing, a neighbouring city to Yangzhou, which resulted in the Treasures of China exhibition at Colchester Castle in 2012. As the next phase of this agreement, an

exhibition from Colchester on the theme of Life in Georgian England is scheduled to run at Nanjing museum from 30 October 2015 to 5 May 2016.

- 4.2 Yangzhou is an important port city within the Yangtze Delta Region, the most dynamic economic circle in China. Yangzhou covers a total area of 6634 km² with a population of 4.6 million. The city itself covers a total area of 1100km² and has a population of 1.38 million.
- 4.3 Yangzhou has access to a population of 40 million within an area of 100km, and a population of 80 million within an area of 200km. In 2010, Yangzhou's Gross Domestic Product (GDP) reached £22.25m, 13.4% higher than the previous year with the GDP per capita exceeding £4,490. In the "Blue Print of Competitiveness of Chinese Cities 2010" issued by China's Academy of Social Science, Yangzhou takes the 50th place among the 294 cities in the country.
- 4.4 In 2015 Yangzhou is celebrating its 2,500 year anniversary and is listed among the top Chinese cities for historical and cultural aspects. Yangzhou has prospered culturally through much of its long history, leaving the footprints of a large number of well-known poets and scholars and boasting over 340 historic sites and relics. Amongst its most important cultural characteristics are the Yangzhou School of Learning, Yangzhou Opera, Yangzhou art crafts, Yangzhou-style pottery, Huaiyang cuisine, and lacquer and jade wares. The Slender West Lake Park and Yangzhou's Ancient City area have been listed amongst China's world cultural heritage sites.
- 4.5 Yangzhou is one of China's top tourist cities and has been listed as one of the "Top 10 leisure cities in China" for two consecutive years. Yangzhou is rich in tourist resources, boasting the uniquely beautiful sceneries of rivers and a number of gardens and buildings as well as the well-preserved ancient city area of the Ming and the Qing Dynasties. Yangzhou is also a city of museums including Yangzhou Museum, China's Museum for Flat Engraving Typography, China Yangzhou Buddhist Culture Museum, the Museum for Pottery Sceneries, the Museum for Huaiyang Cuisine and the Museum for Industries.
- 4.6 Yangzhou has been a city of trade and commerce since ancient times with machinery, automobiles, petrochemicals and shipping as the four pillar industries of the modern city and the mainstream exported products being electromechanical, textiles and garments, chemicals, shoes and steel. Yangzhou has also been named as "the best shopping city" in China by Forbes for a number of years.

5. Proposals

- 5.1 To authorise the Mayor of Colchester to sign a "Friendship City Relationship" Agreement with the City of Yangzhou, People's Republic of China.

6. Strategic Plan References

- 6.1 The establishment of a "Friendship City Relationship" with the City of Yangzhou has the potential to support the following three aims of the [Strategic Plan 2015-18:-](#)
 - **Vibrant** - promoting our heritage and working hard to shape our future
 - **Thriving** - attracting business and selling Colchester as a destination
 - **Prosperous** - generating opportunities for growth and supporting infrastructure

7. Publicity Considerations

- 7.1 The engagement of businesses and residents through publicity and other communications methods in the future development of the relationship between the two communities and the potential mutual benefits will be important.

8. Financial implications

- 8.1 At this stage there are no direct financial implications arising from this decision aside from the travel and accommodation costs of the visit.

9. Standard References

- 9.1 There are no particular consultation; equality, diversity and human rights; community safety; health and safety or risk management implications.

Appendix 1 - Proposed “Friendship City Relationship” agreement with the City of Yangzhou

**AGREEMENT BETWEEN THE COLCHESTER BOROUGH COUNCIL OF
THE UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND AND
THE CITY OF YANGZHOU OF THE PEOPLE'S REPUBLIC OF CHINA
ON THE ESTABLISHMENT OF FRIENDSHIP CITY RELATIONSHIP**

Colchester Borough Council of the United Kingdom of Great Britain and Northern Ireland and the City of Yangzhou of the People's Republic of China, acting in accordance with the principles of the Joint Communiqué on the Establishment of Diplomatic Relations between the People's Republic of China and the United Kingdom of Great Britain and Northern Ireland, wishing to enhance mutual understanding and friendship between the British and Chinese peoples, consolidate and develop friendly cooperation between the Borough of Colchester and the City of Yangzhou, and through friendly consultations, have reached agreement on the establishment of a Friendship City relationship.

- I. The two sides will carry out, in accordance with the principles of equality and mutual benefit, exchanges and cooperation between the Borough of Colchester and the City of Yangzhou in various forms in the fields of economy, trade, science and technology, culture, education, sports, health, personnel, etc. to promote common prosperity and development.
- II. Regular contacts shall be maintained between the leaders and relevant departments of the two sides to facilitate consultations on the exchanges and cooperation as well as matters of common concern.
- III. This Agreement shall come into force from the date of signature. It will be valid for five years. Upon expiration, it may remain in force if neither side terminates it.
- IV. This Agreement, signed on 28 September, 2015 in Yangzhou, is done in duplicate in the Chinese and English languages, both texts being equally authentic.

Colchester Borough Council
Of the United Kingdom of Great
Britain and Northern Ireland

City of Yangzhou
Of the People's Republic of China

CABINET 8 July 2015

Present:- Councillor Smith (Chairman)
Councillors Bourne, Cory, Feltham, Frame, Graham, B. Oxford and T. Young

Also in attendance: - Councillors Bentley, Havis, Hayes, Hazell, G. Oxford, Scott, Willetts

10. Minutes

RESOLVED that the minutes of the meetings held on 27 May 2015 and 3 June 2015 be approved as a correct record.

11. Have Your Say!

Mark Goacher addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to ask what the Council could do to mitigate the impact of the Budget Statement on vulnerable people. He noted the reduction of the benefit cap and the impact this would have on vulnerable families, the difficulties under 25s would now face in securing housing benefit, which increased the risk of homelessness, and the numbers of people relying on foodbanks. He asked what action the Council would take to address these issues. He also asked how the Council would prevent the changes to the planning system becoming a charter for developers.

In response, Councillor Smith, Leader of the Council and Portfolio for Strategy, explained that the Council had done all it could to mitigate the impact of austerity measures. It had provided advice and support to families affected by the benefit cap. This had resulted in many families being exempted from the cap. The Council had built the first new Council houses for a generation, it had increased the amount of social housing and supported foodbanks. Councillor Bourne, Portfolio Holder for Housing and Public Protection, stressed that the Council was proactive in the face of welfare changes and would work with partners to minimise the impact on the most vulnerable. The Council would look carefully at the ramifications of the budget and ensure where necessary its processes were amended. Councillor Frame, Portfolio Holder for Economic Growth and Planning stressed that the Council helped ensure opportunities for all through stimulating economic growth and noted that unemployment in Colchester was falling.

Councillor Scott attended and with the consent of the Chairman, addressed the Cabinet to express her concern about the impact of cuts imposed by the government. As a

consequence, scarcity was causing intolerable stress to the vulnerable. She believed that the Council had a moral duty to ensure that it used its abundance for the good of all and expressed her pride that the Council had set a budget to protect services despite cuts in funding. The Council should continue to pay the living wage and ensure it was paid by contractors used by the Council. The Council should also support the local economy by using local companies and businesses.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy explained that the Council had already introduced a requirement for contractors to pay the living wage.

12. Appointment of Contractors for the Refurbishment of the Enoch House Sheltered Housing Scheme

The Head of Commercial Services submitted a report a copy of which had been circulated to each Member. Karen Loweman, Director of Housing, Colchester Borough Homes, made a presentation to Cabinet highlighting the success of the transformation of Worsnop House and the difference it had made to residents' lives. A similar approach would be taken to the refurbishment of Enoch House to ensure it was an exemplar sheltered housing scheme. Colchester Borough Homes had already begun to engage with residents about the refurbishment and it aimed to complete the work by autumn 2017.

Councillor Bourne, Portfolio Holder for Housing and Public Protection, thanked Karen Loweman for her presentation and stressed that the refurbishment would be a major overhaul. It would change the accommodation provided from bedsits to modern en-suite apartments, fit for the 21st century. The scheme would have the feel of a hotel and would include innovative, energy efficient technology.

Councillor T. Young, Portfolio Holder for Community Safety, Licensing and Culture, Councillor Frame, Portfolio Holder for Economic Growth and Planning, Councillor Cory, Portfolio Holder for Resources and Councillor B. Oxford, Portfolio Holder for Customers, all expressed their support for the work on Worsnop House and the proposals for Enoch House. The liaison with residents and the energy efficient technology were highlighted as particular strengths of the project. Improving sheltered accommodation would release some larger units for other residents in need of housing in more suitable accommodation. Cabinet thanked Colchester Borough Homes and Council officers for the high quality of work that had gone into both schemes.

RESOLVED that:-

(a) The successful outcomes of the Worsnop House Sheltered Housing refurbishment project be noted, including:-

- High levels of customer satisfaction
- The release of under-occupied family-sized accommodation, now being utilised by local families
- Improved standards of accommodation for older residents in line with the agreed Colchester Standard

- (b) N D Smith be appointed to deliver the Building Works involved in refurbishing Enoch House.
- (c) C.J Electrical be appointed to deliver the Electrical Works involved in refurbishing Enoch House.
- (d) Cooper & Brome be appointed to deliver the Mechanical Works involved in refurbishing Enoch House
- (e) The Council enter with into the latest version Joint Contract Tribunal (JCT) 2011 Intermediate Form of Contract with the successful individual contractors to deliver the works.

REASONS

This is the second major refurbishment project of the Council's Sheltered Housing Programme and is presented to address the September 2011 Cabinet decision to make improvements to four of the Councils sheltered schemes so that in future no tenant would need to share facilities and would have their own kitchen and bathroom.

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

ALTERNATIVE OPTIONS

Not to accept the tenders of one or more of the proposed contractors. This would impede the delivery of previous Cabinet decisions and may not deliver best value which the Council has a duty to seek.

Not to continue with the programme but again this would be at odds with the previous Cabinet decisions.

13. Future of South East Local Enterprise Partnership

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

Councillor Bentley, in his capacity as Deputy Leader of Essex County Council, attended and with the consent of the Chairman addressed the Cabinet. He explained the background to the current situation, which had resulted from a proposal by Kent and Medway to put forward proposals to government for a Local Economic Partnership (LEP) based on that region alone. Therefore Essex authorities and business leaders had been looking at alternative arrangements for a LEP to cover Essex. If no other structure was put in place, investment in the region could be jeopardised. Proposals had been brought forward by the Greater Essex Business Board which were supported by district councils and business leaders across Essex.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, stressed that the SELEP was too large and not a convenient or logical business area. There were advantages to membership of a LEP and it was acknowledged that SELEP had delivered

some important investment for Colchester, particularly for the Northern Gateway and in developing broadband infrastructure. However, a more local structure would be more suitable.

Councillor Frame, Portfolio Holder for Economic Growth and Planning, Councillor T. Young, Portfolio Holder for Community Safety, Licensing and Culture, Councillor Cory, Portfolio Holder for Resources and Councillor Graham, Portfolio Holder for Street and Waste Services, all expressed their support for the proposals contained in the report. The need for a more local LEP was acknowledged and the proposals from the Greater Essex Business Board would be studied. The need to ensure that the timing of any new arrangements dovetailed with the dissolution of the existing LEP so that Colchester did not lose funding was stressed.

RESOLVED that:-

- (a) The proposal to dissolve the South East Local Enterprise Partnership (LEP) be supported provided there is an appropriate alternative LEP for Colchester to be part of.
- (b) Further consideration be given to what arrangements or structure for a LEP would best secure Colchester's interests, such consideration to include further consultation with Colchester business groups.

REASONS

Cabinet needed to decide if it wishes to support the proposal by the Deputy Leader of Essex County Council and the Chairman of Haven Gateway Partnership that in the light of proposals to dissolve the South East LEP that a new LEP is formed based on the area of Greater Essex, which is the boundaries of the County Council and the two Unitaries of Southend and Thurrock.

ALTERNATIVE OPTIONS

To support those wishing the SE LEP to remain (the status quo) or suggest a new LEP based on the wider Haven Gateway area. In practice all options require willing partners if Government is going to be persuaded to support any specific proposal.

14. 2016-17 Budget Strategy, Medium Term Financial Forecast and Budget Timetable

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

Councillor Willetts attended and, with the consent of the Chairman, addressed the Cabinet. He noted that the government's Budget Statement would have a considerable impact on the assumptions in the report. For example the proposals on public sector pay, the national living wage and changes to welfare would all have an impact on the Council's budget and Medium Term Financial Forecast. The aim for a 0% increase in Council Tax was welcomed, but this should be formalised now rather than being an objective. He also expressed concern at the levels of balances and reserves which were too high. Cuts to services could not be justified given the levels of reserves. The administration should only

spend the revenue it generated within that financial year.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy responded and explained that there was only £507,000 of unallocated balances.

Councillor Cory, Portfolio Holder for Resources presented the report and explained that Colchester was in safe hands. There was a prudent level of reserves and balances, which were largely allocated. The unallocated funding would help the Council protect residents from cuts in funding resulting from the Budget Statement and would be used to deliver Borough Investment for All. This would deliver and support a range of actions around a number of priorities, which were aimed at benefitting all residents in the Borough.

Councillor Frame, Portfolio Holder for Economic Growth and Planning, Councillor Feltham, Portfolio for Communities and Leisure, Councillor B. Oxford, Portfolio Holder for Customers and Councillor T. Young, Portfolio Holder for Community Safety, Licensing and Culture expressed their support for the proposals and in particular stressed the need for a long term approach to budget planning, rather than working on a short term year to year approach. The reintroduction of community budgets for all Councillors was also particularly welcomed.

RESOLVED that:-

- (a) The pre-audit outturn position for the financial year 2014/15 be noted.
- (b) Funding from balances be released for projects set out at paragraph 3.4 of the Assistant Chief Executive's report.
- (c) Funding for the Borough Investment for All (BIFA) of £470k be agreed as set out at paragraph 3.5 of the Assistant Chief Executive's report.
- (d) The budget forecast, approach and timetable for the preparation of the 2016/17 budget and updated position in respect of balances be noted.
- (e) The updated Medium Term Financial Forecast as set out at Appendix A of the Assistant Chief Executive's report be noted.
- (f) The latest position in respect of the Capital Programme be noted.

REASONS

The Council is required to approve a financial strategy and timetable in respect of the financial year 2016/17, and a Medium Term Financial Forecast (MTFF) for the two subsequent financial years

ALTERNATIVE OPTIONS

No alternative options were proposed.

15. Revisions to Colchester and Ipswich Joint Museums Service Joint Committee Agreement

The Chief Operating Officer submitted a report a copy of which had been circulated to each Member.

Councillor T. Young, Portfolio Holder for Community Safety, Licensing and Culture, explained that since the Colchester and Ipswich Museums Service (CIMS) had been formed in 2007 it had developed into a strong and successful partnership. It was sensible to extend the Agreement and to take the opportunity to update it. In particular the revised Agreement would address the different approaches to charging in Colchester and Ipswich. The Agreement would cap the income guaranteed to CIMS and allow Colchester to retain additional income generated through charging.

RESOLVED that the revisions to the Colchester and Ipswich Museums (CIMS) Joint Committee Agreement be agreed.

REASONS

The Colchester and Ipswich Museums Service (CIMS) was formed in 2007 via a Joint Committee Agreement for 2007-2018. The agreement designates Colchester Borough Council as the employing authority for CIMS and empowers CIMS to operate the museums service on Ipswich Borough Council's behalf. The Joint Museums Committee (JMC) is the main governance mechanism for the service.

CIMS has been established for eight years and has brought about considerable improvements and efficiencies in service delivery. It has coped with significant changes in external funding regimes without having a detrimental impact on service delivery and been successful in attracting national and international interest in the venues and collections which form the Ipswich component of the Service. CIMS officers are playing a key role in the Ipswich Arts and Museums Project and have strong links across the Arts and Heritage sector in the town and more widely.

With eight years experience in delivering the Joint Museums Committee Agreement and with the current agreement having less than three years to run, it is felt that the time is right to consider the effectiveness of the Agreement and whether it should be extended. The conclusion reached in consultation with the relevant Portfolio Holders was that the agreement should be revised and extended.

ALTERNATIVE OPTIONS

The agreement could be left as it is but it is now reaching the end of its life and the changes reflect the changing nature of the partnership.

16. Progress of Responses to the Public

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

RESOLVED that the contents of the Progress Sheet be noted.

REASONS

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

ALTERNATIVE OPTIONS

No alternative options were presented to the Cabinet.

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

17. Appointment of Contractors for the Refurbishment of the Enoch House Sheltered Housing Scheme

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

RESOLVED that:-

(a) The successful outcomes of the Worsnop House Sheltered Housing refurbishment project be noted, including:-

- High levels of customer satisfaction
- The release of under-occupied family-sized accommodation, now being utilised by local families
- Improved standards of accommodation for older residents in line with the agreed Colchester Standard

(b) N D Smith be appointed to deliver the Building Works involved in refurbishing Enoch House.

(c) C.J Electrical be appointed to deliver the Electrical Works involved in refurbishing Enoch House.

(d) Cooper & Brome be appointed to deliver the Mechanical Works involved in refurbishing Enoch House

(e) The Council enter with into the latest version Joint Contract Tribunal (JCT) 2011 Intermediate Form of Contract with the successful individual contractors to deliver the works.

REASONS

As set out in minute 12.

ALTERNATIVE OPTIONS

As set out in minute 12.

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

18. Essex Building Control Shared Service Business Plan

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of any particular person, including the authority holding that information.)

Report of	Head of Commercial Services	Author	Nigel Myers
Title	Colchester Economic Growth Strategy 2015 to 2021		
Wards affected	All wards affected		

This report concerns the Colchester Economic Growth Strategy 2015 to 2021

1. Decision(s) Required

- 1.1 To refer to Council for adoption of the Colchester Economic Growth Strategy 2015 to 2021 as part of the Policy Framework.

2. Reasons for Decision(s)

- 2.1 The strategy recognises the need and responsibility to provide an overarching vision and framework of action for economic development and growth in the Borough.

3. Alternative Options

- 3.1 The alternative would be not to produce a strategy. This would represent a missed opportunity to fully capitalise on economic development and growth in the Borough. Also this omission may not meet the Council's responsibilities to promote and improve well-being under the Local Government Act 2000.

4. The Strategic Context

- 4.1 The primary role of the Colchester Economic Growth Strategy is to set out a framework to steer the activities of the Council and partner organisations (public, private and third sector) to achieve a sustainable and strong local economy, foster the conditions for economic resilience and growth and to capture the economic benefits for residents and businesses in the Borough.
- 4.2 As described in 5.3 Colchester has a buoyant and resilient economy which is well positioned to benefit from growth opportunities. Independent research shows that Colchester is ranked 51st (out of 433) in the UK for high growth and economic performance.
- 4.3 The strategy recognises the need to be broadly aligned with the economic aspirations contained in the South East Local Enterprise Partnership and Essex Economic Plans. This alignment is particularly important when Colchester is able to benefit from UK and EU funding opportunities for skills, business and infrastructure.

5. Understanding the Local Economy

- 5.1 Underpinning this strategy is a comprehensive and robust evidence base. Evidence has been obtained from a wide range of government, academic and private sector studies.

These include the Official Labour Market Statistics, East of England Forecasting Model, Essex Employment & Skills Evidence Base, Grant Thornton Place Analytics data and Barclays 'Local Insights'.

- 5.2 Consultation has taken place with local businesses, business representatives and business partners such as the Colchester Business Enterprise Agency (COLBEA) and the Colchester Enterprise Hub. Feedback has been incorporated in the evidence base and has helped shape the overall direction of the Strategy.
- 5.3 The evidence base demonstrates that Colchester has a buoyant and resilient economy which has weathered the recession comparatively well. The latest data from Grant Thornton Place Analytics data which compares the economic performance of all areas in the UK place Colchester as 51st ('A' ranking) for high growth (employee growth, business growth, resident population growth and resident working age growth). Other Colchester studies point to an increase in Gross Value Added (GVA) of £2.4 billion in the next 17 years. More immediately the overall turnover for Small & Medium Size Enterprises (SME's) has increased by 13% and consumer spending has gone up by 4%.
- 5.4 The evidence base is also showing that there are areas of economic performance that need to be addressed if Colchester is to deliver a place which is vibrant, prosperous, thriving and welcoming for our residents, businesses, students and visitors. In terms of entrepreneurship, rate of business formation, productivity, proportion of knowledge workers and patents granted Colchester is 152nd in the UK ('C' ranking). In addition Colchester has proportionately less high skill and more low and unqualified individuals than the East of England and the UK. Also the working age population is currently exceeding the rate of new job creation, which is overwhelmingly part- time.
- 5.5 The strategy recognises the ongoing requirement to refresh data and when appropriate to review delivery in the light of new and compelling evidence.

6. Strategic and Delivery Priorities

- 6.1 The role of the Council is to work with public, private and third sector partners to create the conditions which will deliver economic development and growth.
- 6.2 The delivery of the strategy will focus on the delivery of challenging and ambitious targets. Informed by the evidence and consultation the following targets are proposed for delivery in the lifetime of the Strategy by the Council working in collaboration with its partners:
 - Create 6,000 new jobs
 - Raise the skill levels of our residents, including 500 apprenticeships
 - Create, retain and support 1,000 new businesses
 - Secure superfast broadband to all our businesses
 - Secure £5m of direct funding for skills and business support
 - Attract £10m of new inward investment
- 6.3 Delivery will focus on interventions which create the optimum Return on Investment (ROI) in terms of measurable economic benefits. Interventions will aim to benefit our residents particularly in terms of skills and employment opportunities, business growth, place and quality of life. Our approach will concentrate on the economic sectors that the evidence indicates have the strongest potential for growth in terms of new jobs, improving skills and securing new businesses, funding and investment.

- 6.4 Employment sectors are identified as being 'Priority' offering the highest potential for job and business growth and 'Core' which will provide moderate to strong potential for job and business creation whilst underpinning future economic growth in the Borough.
- 6.5 Delivery plans for each of the priority and core sectors will detail the people and place interventions (projects) planned for the period 2015 to 2021. Each of the interventions will identify the actions, investment and partnerships (public and private) required to ensure delivery is timely and effective.
- 6.6 In addition to the focus on priority and core employment sectors we will also secure improvements to the employment infrastructure of the Borough. This strategy will drive a range of initiatives to provide superfast broadband across the Borough, bring forward strategic employment sites and ensure that a full range of business support is available to create, retain and sustain enterprises.
- 6.7 We will build on our excellent track record of securing new funding to enable sustainable economic growth. This expertise and partner base will allow us to react effectively to the new economic growth funding streams from central government and the EU to generate jobs, improve skills and grow SME's.
- 6.8 We will lobby and work with Invest Essex and the UK Trade and Investment team to attract foreign direct investment and inward investment into Colchester. We will also proactively target companies expanding their UK base with a compelling Colchester offer. The offer will be promoted using effective sales channels to increase investor confidence in the Borough and generate leads which can be converted into new businesses. In addition to attracting new companies to Colchester we will work with local companies to safeguard and grow existing investment.
- 6.9 The strategy and performance of the local economy will be measured and evaluated against a range of key indicators including Gross Value Added estimates, business and labour market changes, commercial property changes, place rankings, retail vacancy rates and broadband coverage. The delivery plans referred to in 6.5 will be regularly monitored and evaluated to track success and measure impact including their contribution to meeting the targets set out in 6.2.

7. Strategic Plan References

- 7.1 The Colchester Economic Growth Strategy will help to achieve the following goals from the Council's Strategic Plan 2015 – 2018:
- Enhance the diverse retail and leisure mix supporting independent businesses valued by residents and visitors
 - Create the right environment for people to develop and flourish in all aspects of life both business and pleasure
 - Promote Colchester to attract further inward investment and additional businesses, providing greater and more diverse employment and tourism opportunities
 - Support people to develop the skills needed by employers in the future to take advantage of higher paid jobs being created
 - Promote Colchester's heritage and wide ranging tourism attractions to enhance our reputation as a destination
 - Be recognised as a centre of learning with excellent schools, colleges, University and educational opportunities for young people to make the best of their potential

- Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could on our own
- Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity
- Create a business friendly environment, encouraging business start-ups, support to small and medium sized enterprise and offer development in the right locations
- Make Colchester confident about its own abilities, to compete with the best of the towns in the region to generate a sense of pride

8. Consultation

8.1 The Colchester Economic Growth Strategy has been the subject of consultation, including:

- Meetings with key business stakeholders to comment on the draft Strategy and Evidence Base
- Meetings with education and skills stakeholders to comment on the draft Strategy and Evidence Base

The responses to consultations have been generally positive. Where comments, amendments and suggestions have been made these have been incorporated as appropriate.

9. Publicity Considerations

9.1 The Colchester Economic Growth Strategy will be published on the Council's website. A communications plan is being developed to publicise the Strategy.

9.2 The individual projects contained in the Delivery Plans will have a communication plan to generate interest and commitment to the project delivery. This will be tailored to the specific audiences using the appropriate communication channels.

10. Financial implications

10.1 The strategy sets out an ambitious and challenging vision for economic growth which will be delivered against a backdrop of significant reduction in funding for local government. In the current financial climate of reduced resources, the Council will need to look carefully at how it will use these resources to coordinate and deliver the strategy from existing budgets, investment and funding.

10.2 The Council will work to encourage its partners to commit their resources to meeting the priorities set out in the strategy.

11. Equality, Diversity and Human Rights implications

11.1 An Equality Impact Assessment has been completed and a link to the document can be found below:

<http://www.colchester.gov.uk/article/12743/Commercial-Services>

12. Community Safety Implications

- 12.1 It is anticipated that with the implementation of the Colchester Economic Growth Strategy there will be a positive benefit for Community Safety.

13. Health and Safety Implications

- 13.1 There are no Health & Safety implications

14. Risk Management Implications

- 14.1 There are no risk management implications.

Appendices:

Colchester Economic Growth Strategy 2015 to 2021 prospectus

Background Papers

Colchester Economic Development Strategy 2010 to 2015
Colchester Economic Growth Evidence Base 2015
Colchester Employment Land Needs Assessment 2015
Tendring Economic Development Strategy 2013 to 2023
Tendring Socio Economic Baseline 2013
Braintree Economic Prospectus 2013 to 2026
Economic Plan for Essex
Essex Skills Evidence Base 2014
South East Local Enterprise Partnership Strategic Economic Plan 2014

June 2015



Colchester

ECONOMIC GROWTH STRATEGY



2015 to 2021

Contents

Our Strategy.....	1
Our Vision.....	1
Our Priorities	1
Our Delivery	2
Priority Sectors	3
Infrastructure (Transport and Superfast Broadband)	6
Infrastructure (Strategic Employment Sites and Business Support)	7
Funding	8
Inward Investment.....	8
Measuring Success	9



1 OUR STRATEGY

- 1.1 Colchester has a buoyant, resilient and diverse economy which is well placed to benefit from economic growth opportunities. Independent research shows that Colchester is ranked 51st (out of 433) in the UK for high growth and economic performance.
- 1.2 Colchester's future prosperity depends on business growth and how we create added economic and social value. Our strategy sets out how we intend to work with our partners to create the conditions for economic growth and deliver a prosperous Colchester Borough from 2015 to 2021.
- 1.3 Our Strategy is based on a substantive evidence base which has informed what we will deliver through projects and co-ordination in terms of both people and place.
- 1.4 The Strategy supersedes the Economic Development Strategy 2010 to 2015 with an increased focus on job, business and value creation, skills and business infrastructure.

2 OUR VISION

- 2.1 Our Vision draws on the new Colchester Strategic Plan to deliver a place which is vibrant, prosperous, thriving and welcoming for our residents, businesses, and visitors.

3 OUR PRIORITIES

- 3.1 Delivery of the Strategy will be focussed on the following priorities:
 - Creating new jobs
 - Raising the employability and skill levels of our residents and retaining talent
 - Creating, supporting and retaining businesses
 - Improving 'hard' (road, rail and broadband connectivity) and 'soft' infrastructure (business and employment support, employment sites)
 - Securing greater inward investment and funding
- 3.2 To help enable the delivery of the above we will:
 - Work collaboratively with our partners
 - Secure new funding streams
 - Improve the co-ordination of actions and resources from national, regional and local organisations and agencies
 - Attract new inward investment into the Borough

4 OUR DELIVERY – TOGETHER WE WILL...

- 4.1 The focus of the Strategy will be to work collaboratively with our private, public and third sector partners to create the conditions to deliver the following challenging and ambitious targets over the lifetime of the Strategy:

Together we will:

- Create 6,000 new jobs*
- Raise the skill levels of our residents, including 500 apprenticeships
- Create, retain and support 1,000 new businesses
- Secure superfast broadband to all our businesses
- Secure £5m of direct funding for skills and business support
- Attract £10m of new inward investment

* Forecast based on the East of England Forecasting Model for 4100 new jobs.

The additional 1900 jobs are forecast to be delivered as a result of this Strategy.

- 4.2 Delivery will focus on interventions which create the optimum Return on Investment (ROI) in terms of measurable economic benefits.
- 4.3 Interventions will aim to benefit our residents particularly in terms of skills and employment opportunities, business growth, place and quality of life.
- 4.4 Our approach will concentrate on the economic sectors that the evidence indicates have the strongest potential for growth in terms of new jobs, improving skills and securing new businesses, funding and investment.
- 4.5 We will also secure improvements to the Borough's business and employment infrastructure: improve road and rail connections and public transport; provide superfast broadband across the Borough; bring forward strategic employment sites and ensure that a range of premises and support is available for our businesses.
- 4.6 Success of the Strategy will be tracked in a transparent manner against a published delivery plan updated quarterly.





5. PRIORITY SECTORS

- 5.1 The Strategy will focus on the employment sectors which are best placed to deliver job and business creation in the Colchester economy. These are also the sectors with the potential for public sector activity to drive growth. In addition to strong growth prospects in the future, there is also a critical mass of business activity upon which to build.
- 5.2 The Strategy also recognises the broader economic aspirations of the South East LEP and the Essex Economic Plans and the opportunities to align projects with future UK and EU funding for skills, business and infrastructure.
- 5.3 The evidence base shows the employment sectors which will have significant growth. This growth will be measured by Gross Value Added (GVA)* and/or job creation. In striking the balance between value creation and job creation we recognise the potential of technological change on the local economy including digital technologies such as Big Data and data analytics, low carbon, robotics, advanced materials (3D printing) and nanotechnology.
- * The value of goods or services produced in an area, industry or sector.
- 5.4 The following priority sectors have been identified by the evidence as providing the **highest** potential for job and business creation over the lifetime of the Strategy.

Priority Sectors	People interventions will include:	Place interventions will include:
Creative & digital industries	<ul style="list-style-type: none"> ■ Increase the number of creative & digital apprenticeships and work placements ■ Establish creative and digital mentor network ■ Work with the Creative Colchester Board to stimulate investment and delivery in skills and business support 	<ul style="list-style-type: none"> ■ Deliver the Creative Business Centre ■ Market Colchester to targeted companies in the sector to relocate to the Borough ■ Deliver Colchester as the Creative Hub in Essex ■ Support and promote the Knowledge Gateway as an emerging centre of excellence for computer games and data analytics
Healthcare & Assisted Living	<ul style="list-style-type: none"> ■ Work with partners to effectively signpost the opportunities to potential employees (including local schools) 	<ul style="list-style-type: none"> ■ Work with Tendring DC on the feasibility and delivery of a North East Essex Healthcare & Assisted Living Centre of Excellence
Tourism & Visitor Economy	<ul style="list-style-type: none"> ■ Support new and existing businesses to help maximise their potential ■ Promote opportunities in the industry to enable retention of local talent and upskilling of the workforce 	<ul style="list-style-type: none"> ■ Work with Visit Essex and local partners to increase overall value of the sector from £262m to £275m by 2018 ■ Work with partners to showcase our substantive heritage offer across the Borough ■ Deliver new and improved visitor experiences such as the Curzon Cinema and Wonderhouse
Energy & Environmental industries	<ul style="list-style-type: none"> ■ Deliver STEM projects to school and college students & young people not in education, employment or training (NEET) 	<ul style="list-style-type: none"> ■ Develop and deliver a Science, Technology, Engineering and Mathematics (STEM) Centre in Colchester

- 5.5 The following core employment sectors have been identified by the evidence as offering significant growth potential. These sectors are essential to underpinning economic growth in the Borough and will be actively addressed through a range of interventions in the lifetime of the strategy.

Core Sectors	People interventions will include:	Place interventions will include:
Financial & Business Services	<ul style="list-style-type: none"> ■ Provide advice and support for start-up businesses ■ Increase the number of tailored apprenticeships in the sector from 25 to 100 	<ul style="list-style-type: none"> ■ Position and market Colchester as a regional centre in this sector to encourage relocation ■ Deliver Sheepen Road new office build
Retail	<ul style="list-style-type: none"> ■ Work with partners to deliver a retail skills programme (including digital skills) ■ Secure funding from new retail developments to create new training and employment opportunities 	<ul style="list-style-type: none"> ■ Deliver developments to elevate Colchester into the top 50 retail destinations (CACI ranking) ■ Develop the Colchester Market
Construction	<ul style="list-style-type: none"> ■ Increase the take up of apprenticeships & upskilling from 150 to 300 	<ul style="list-style-type: none"> ■ Undertake a feasibility study for North Colchester Construction Skills centre
Advanced Manufacturing	<ul style="list-style-type: none"> ■ Work with CTruk to deliver advanced composite and shipbuilding apprenticeships ■ Work with key manufacturers to raise the delivery of apprenticeships from 30 to 100 	<ul style="list-style-type: none"> ■ Develop and deliver a Science, Technology, Engineering and Mathematics (STEM) Centre in Colchester

- 5.6 The overall structure of the Delivery Plan will include a sector plan for all the employment sectors outlined in 5.4 and 5.5 detailing the people and place interventions planned for the period 2015 to 2021. Each of the interventions will identify the actions, investment and partnerships (public and private) required to ensure delivery is timely and effective.
- 5.7 The Delivery Plan will also detail the projects that will improve the business infrastructure in the Borough. This will include delivering superfast broadband to businesses, bringing forward strategic employment sites and ensuring that a full range of business support is available to help create, retain and sustain enterprises.

6 INFRASTRUCTURE

- 6.1 To enable businesses to grow, prosper and create jobs we will need to secure improvements to the business and employment infrastructure in the Borough.
- 6.2 We will work with Essex County Council to secure improvements to the A120 as an economic corridor and the A12 to reduce congestion and encourage inward investment.
- 6.3 We will lobby for an upgraded Great Eastern Mainline, the crucial rail artery for commuters, visitors and freight.
- 6.4 We will work with partners to deliver improved public transport links within the Borough.
- 6.5 We will continue to work with Essex County Council and BT to secure the earliest availability of superfast broadband (24Mbps) across the Borough.
- 6.6 We will continue to be proactive in securing improved infrastructure. A partnership with Arqiva has resulted in the delivery of a free 4G mobile network in the town centre which will be expanded further in 2015. In partnership with a local company County Broadband Limited fixed wireless broadband is will be delivered to additional urban and rural areas across the Borough.
- 6.7 Funding secured from the South East Local Enterprise Partnership will be deployed to leverage private sector investment which will deliver superfast broadband to business parks throughout 2015 and 2016.

- 6.8 Informed by the 'Colchester Employment Land Study Needs Assessment (January 2015)' we will work with developers and owners to bring forward the Strategic Employment Zones at the Colchester Northern Gateway, Stanway and the University of Essex Knowledge Gateway.
- 6.9 We will work with the Colchester Business Enterprise Agency (COLBEA) to generate and support more new business start-ups. COLBEA will work with other agencies including the Colchester Enterprise Hub, the Essex Growth Hub and NWES to optimise easy access to and delivery of business support.
- 6.10 Business support will be tailored to the embryonic 'Games Hub' to enable rapid commercialisation of computer games and location of new businesses and talent within the Borough. Likewise the Creative Business Centre will incubate, create, retain and grow new digital and media businesses through a combination of specialist and generic business support.
- 6.11 We will further develop our own business support offer to assist existing, new and potential businesses to easily access business advice, finance, funding, networking and business opportunities, including understanding the export potential of goods and services.
- 6.12 Utilising improved data mining and analytics we will identify local companies with innovation and high growth potential. We will work with these companies



and partners including Further and Higher education providers to help accelerate growth through funding, investment and product & service innovations.

7 FUNDING

- 7.1 We will build on our excellent track record of securing new funding to enable sustainable economic growth. This expertise and partner base will allow us to react effectively to the new economic growth funding streams from central government and the EU to generate jobs and grow SME's. The funding matrix provides us with a comprehensive picture of the funding landscape and the opportunities from which Colchester can benefit.
- 7.2 We will also enable local businesses, including social enterprises, to access new funding streams via our Open4Business portal.

8 INWARD INVESTMENT

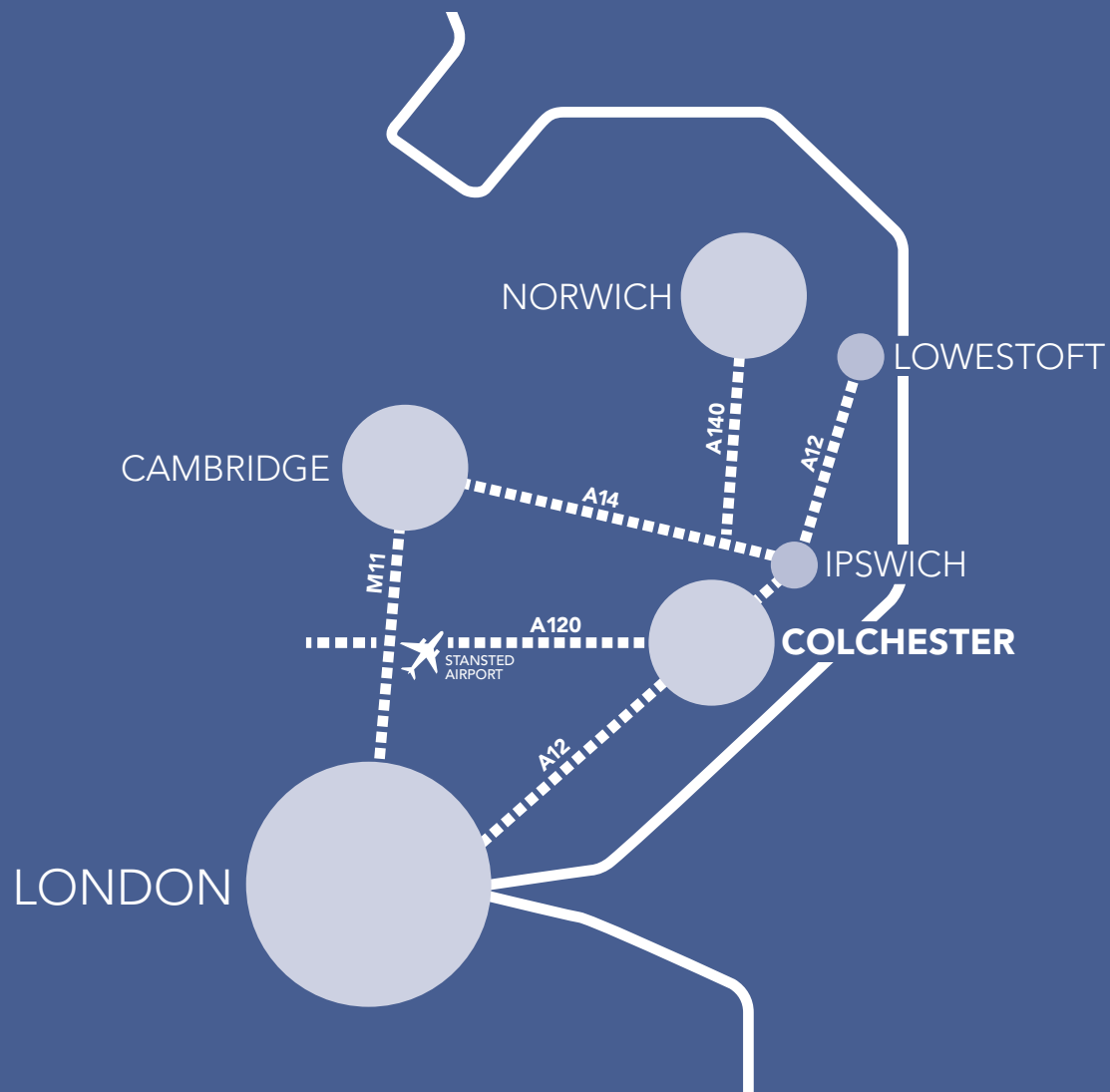
- 8.1 We will lobby and work with Invest Essex and the UK Trade and Investment team to attract foreign direct investment and inward investment into Colchester.
- 8.2 We will also proactively target companies expanding their UK base with a compelling Colchester offer. The offer will be promoted using effective sales channels to increase investor confidence in the Borough and generate leads which can be converted into new businesses.



9 MEASURING SUCCESS

- 9.1 We will measure and evaluate the Strategy against external data sources (official and commercial) for Key Performance Indicators (KPI's) including Gross Value Added estimates, business and labour market changes, commercial property changes, place rankings, retail vacancy rates and broadband coverage.
- 9.2 Projects delivering on our key targets (outlined at 4.1, above) will be regularly monitored and evaluated to track success and measure impact. This information will be shared with our partners and published on the Council website.





[@colchbusiness](https://twitter.com/colchbusiness)
enterprise@colchester.gov.uk
Scan the qr code to watch our video:



Colchester ECONOMIC GROWTH STRATEGY

2015 to 2021

Report of	Head of Commercial Services	Author	Wendy Bixby
Title	Implementing the Environmental Sustainability Strategy – Signing up to the LGA Climate Local Commitment		
Wards affected	All wards		

This report concerns Colchester Borough Council demonstrating its on-going commitment to achieving its carbon reduction targets and delivering work that contributes towards building more resilient communities by signing up to the LGA Climate Local Commitment

1. Decision(s) Required

- 1.1 To approve Colchester Borough Council (CBC) becoming a signatory of the Local Government Association (LGA) initiative 'Climate Local'.
- 1.2 To approve the Climate Local Action Plan at Appendix 1.
- 1.3 To agree to meet the reporting and monitoring requirements set out in paragraph 5.3.
- 1.4 To agree that the Leader of the Council will sign the LGA Climate Local Commitment.

2. Reasons for Decision(s)

- 2.1 Environmental sustainability is a strategic priority for the Council and the Environmental Sustainability Strategy (ESS) 2015-2020 was adopted in January 2015. As part of the adopted strategy a key deliverable is for CBC to consider becoming a signatory of the LGA initiative 'Climate Local'.
- 2.2 Becoming a signatory to Climate Local will help the Council to take the next step on from the Nottingham Declaration, which it signed up to in 2008, and will demonstrate an on-going commitment to reducing the Council's own carbon emissions from its buildings, services and operations. It will also help to capture the outcomes in the work it does to support communities to become more resilient to the changing world around us.

3. Alternative Options

- 3.1 To not sign the Climate Local Commitment. There is no significant negative impact for the Council if it does not sign up to Climate Local, but by doing so it does present an ideal opportunity to highlight how well the Council is working to reduce its own carbon emissions; how we are working with communities to help them become more resilient to climate change; and the expectations the Council has for suppliers and partners to demonstrate good "green" practices and lead on their own carbon reduction projects.

4. Supporting Information

- 4.1 Climate Local is helping Local Authorities across the UK to capture the opportunities and benefits of taking action on a changing climate, through saving on their energy bills; generating income from renewable energy; attracting new jobs and investment; reducing flood risks and managing the impacts of extreme weather.
- 4.2 As of April 2015, 102 Local Authorities had signed up to Climate Local.
- 4.3 The Council does not have a statutory responsibility to sign-up to Climate Local; however, in doing so it commits CBC to progressively address the risks and pursue the opportunities presented by a changing climate, in line with local priorities, through our role as:
- Community leader – helping local people and businesses to be smarter about their energy use and to prepare for climate impacts;
 - Service provider – delivering services that are resource-efficient, less carbon-intensive, resilient and that protect those who are most vulnerable to climate impacts;
 - Estate manager – ensuring that our own buildings and operations are resource-efficient, use clean energy, and are well prepared for the impacts of a changing climate.
- 4.4 Climate Local will run alongside the ESS and the new Local Authority Carbon Management (LACM) Plan. Together this provides the Council's key stakeholders, Councillors and employees with a clear statement of direction for its carbon reduction-related activities.
- 4.5 By becoming a signatory to Climate Local the Council pledges a commitment to the delivery of an action plan written by CBC. The Climate Local Action Plan (shown in Appendix 1) provides a high level overview on how the Council will deliver its commitment to Climate Local, by meeting the key objectives from the ESS.
- 4.6 When signing up to Climate Local we will take the opportunity to communicate what 'leading by example' means to our partners and suppliers, and how we can support and guide external organisations to make positive changes towards good environmental practices.
- 4.7 The benefits and opportunities for Local Authorities include:
- Inclusion in a forum made up of, and led by, Councils to promote activity on Climate Change which demonstrates leadership locally and nationally.
 - Support for Local Authorities to share good practice; identify other authorities undertaking similar initiatives; support joint working; and the sharing of experience and ideas.
 - Free access to practical tools and advice on climate change issues.
 - Collaborative efforts across the UK in raising the profile of carbon reduction and adaptation nationally.
 - Access to useful topic-specific briefing packs providing guidance and advice on how preparing for a changing climate can help achieve wider local priorities
- 4.8 More specifically the benefits for CBC will be:
- Support for the delivery of the Council's new ESS and a new LACM plan for 2015-2020.
 - Access to an online discussion forum for Climate Change and Sustainability Officers.

- Opportunity to engage with other Councils on key issues, view Climate Local action plans from around the country, share ideas and keep up to date with the latest developments.
- Access to information from other organisations including Climate Ready (Department for Environment, Food and Rural Affairs); the Joseph Rowntree Foundation to provide access to research papers linked to Health, Social and Vulnerability; REFIT (a procurement framework to support Local Authorities).
- Support in developing a meaningful way of communicating to partners and suppliers what the expectations are from a leading carbon-cutting Council.

5. Proposals

- 5.1 Cabinet to approve Colchester Borough Council signing-up to the LGA 'Climate Local' Commitment which recognises that our council has an important role to play in helping our residents and businesses to capture the opportunities and benefits of taking action on climate change. These include saving money on energy bills, generating income from renewable energy, attracting new jobs and investment in 'green' industries, supporting new sources of energy, managing local flood-risk and water scarcity and protecting our natural environment.
- 5.2 Cabinet approve the high level 'Climate Local' action plan (in Appendix 1 which reflects the key actions within the Environmental Sustainability Strategy.
- 5.3 Cabinet agree that in signing the Climate Local commitment and producing the action plan at Appendix 1, CBC:
 - Has set locally-owned and determined commitments and actions to reduce carbon emissions and to manage climate impacts.
 - Will publish these commitments and actions, enabling local communities to hold CBC to account;
 - Confirms its willingness to share the learning from its experiences and achievements with other councils; and
 - Confirms that it will regularly refresh its commitments and actions to ensure they are current and continue to reflect local priorities.

6. Strategic Plan References

- 6.1 Signing up to Climate Local will capture outcomes that will help achieve the aims and objectives from the new Strategic Plan 2015-18 by meeting objectives to be vibrant, prosperous, thriving and welcoming.

7. Consultation

- 7.1 Signing up to Climate Local is an agreed key deliverable from the ESS. Consultation took place for the ESS in September- October 2014 through an online questionnaire.

8. Publicity Considerations

- 8.1 A communications plan is in place to publicise the ESS and inform residents, partners, businesses, the third sector and CBC staff about successful delivery of actions. Climate Local is an action in the ESS and is included in this communications plan. Opportunities will be sought to publicise CBC signing up to Climate Local.

9. Financial implications

- 9.1 There is no financial cost to signing up to Climate Local.

10. Equality, Diversity and Human Rights implications

- 10.1 [An Equality Impact Assessment](#) has been completed for the ESS for which Climate Local is a key deliverable, and published on our website. It is anticipated that there will be a positive benefit to Colchester residents, businesses and partners.

11. Community Safety Implications

- 11.1 It is anticipated that there will be no negative impact on Community Safety.

12. Health and Safety Implications

- 12.1 The capture of outcomes from Climate Local progress reporting will demonstrate:
- Improved well-being of Council staff and Colchester residents.
 - Provision of more efficient services helps build more resilient communities.
 - Provision of more energy efficient housing will reduce fuel poverty in Colchester.

13. Risk Management Implications

- 13.1 Risks and opportunities have been assessed for Climate Local. The opportunities are outlined in the paragraphs above. One potential risk is to the Council's reputation if it does not deliver on the actions contained in Appendix 1. This risk has been mitigated by taking key deliverables from the ESS and will be mitigated on an ongoing basis through monitoring of delivery against the Action Plan.

14. Background Papers

- Supporting information on Climate Local

Appendix

1. Climate Local Action Plan (Appendix 1)

Appendix 1

Colchester Borough Council signs the Climate Local Commitment to demonstrate a continued commitment to a greener Colchester, with the aim that residents, businesses, staff, third sector, partners and suppliers will match the Council's commitment, resulting in a much wider positive impact.

This Climate Local Action Plan provides a high-level overview of the work that CBC intends to do to cut carbon; as well as influence, where it can, partners, suppliers and external organisations to follow our lead by using embedded processes such as green procurement.

Colchester Borough Council wants to make the statement 'Leading by example' meaningful, so will extend its work as a Leading Carbon-Cutting Council in the UK to influence its partners and suppliers to take an environmentally sustainable approach to their own services, operations and buildings. While the Council cannot capture the carbon being saved from those projects outside its control, it will result in a more collaborative approach to improving the whole environment across the borough.

The Council is already working with communities to help them build resilience to the changing world around us. These projects are community and third sector-led so not within our control; but by making advice and support more accessible we are able to influence and support communities to make well advised, environmentally sustainable choices.

Action Plan to accompany the Climate Local Commitment

Priority 1 – 'Community Leadership' by reducing our environmental impact of Council's Buildings, Services and Operations, CBC will:							
Key Deliverable 1.0	Key Deliverable 1.1	Key Deliverable 1.2	Key Deliverable 1.3	Key Deliverable 1.4	Key Deliverable 1.5	Key Deliverable 1.6	Key Deliverable 1.7
Meet targets in CO2 reduction by 2020.	Show community leadership by making further commitments to reduce carbon emissions.	Embed green procurement.	Look at opportunities to reduce energy.	Assess opportunities for rain water harvesting and/or grey water collection systems for council buildings and operations.	Support our staff to make greener choices.	Improve our housing stock.	Improve recycling performance.

Please turn over for Priority 2

Priority 2 – ‘Building resilient communities’ by working with Colchester’s Residents, Businesses and the Third Sector CBC will:									
Key Deliverable 2.1	Key Deliverable 2.2	Key Deliverable 2.3	Key Deliverable 2.4	Key Deliverable 2.5	Key Deliverable 2.7	Key Deliverable 2.8	Key Deliverable 3.0	Key Deliverable 3.1	Key Deliverable 3.2
Support local communities to help them become resilient to climate change.	Alignment of Colchester Borough Council strategies to enable a collaborative approach with external partners to achieve environmental sustainability.	Develop, create and promote opportunities for developing environmental understanding which will help retain rural skills and grow the local green economy.	Identify sources of grant and match funding to support sustainability projects.	Look at opportunities to reduce costs and save energy use in our communities.	Identify opportunities to deliver sustainable transport.	Support initiatives that deliver warmer, greener homes.	Provide a readily accessible online section on environmental sustainability for Colchester residents.	Work to reduce fuel poverty in Colchester.	Engage with partner agencies that could support us in the delivery of sustainability projects.

The action plan will include a statement as follows:

“Colchester Borough Council has signed the Climate Local agreement for the benefit of capturing the Council’s own achievements and to use as a vehicle to communicate the opportunities for residents, communities, partners, suppliers, businesses and third sector organisations to be involved in making Colchester an environmentally sustainable town.”

Report of	Head of Community Services	Author	Bob Penny ☎ 282903 Alison Shaw ☎ 508637
Title	Grounds maintenance contract		
Wards affected	All wards		

This report concerns future arrangements for tendering and the award of the grounds maintenance contract.

1. Decision(s) Required

- 1.1 To agree the evaluation matrix to be used to assess and compare the grounds maintenance tenders.
- 1.2 To delegate authority to award the grounds maintenance contract to the Leisure and Communities Portfolio Holder on the basis of the evaluation matrix.

2. Reasons for Decision(s)

- 2.1 The evaluation matrix is an important part of the tendering process describing the means by which tenders are assessed. The matrix forms part of the tender documents and provides the transparency for tender evaluation so that competing tenderers know how their submissions are to be assessed. The evaluation criteria are clearly stated and remove the potential for challenge to award decisions. The evaluation criteria identify aspects that are important in contract evaluation and enable a range of factors to be taken in to account when identifying the most economically advantageous tender submission
- 2.2 As set out in the Scheme of Delegation of the Council Constitution, the Leisure and Communities Portfolio Holder has delegation to procure the specified service in the provision, implementation, maintenance and management of:-
 1. Sports and leisure facilities, parks and gardens, allotments, playing fields, beach facilities, public open spaces, amenity areas and country parks.

Grounds maintenance is a fundamental element of the service provision and the award of the contract will be determined by the Leisure and Communities Portfolio Holder Portfolio following evaluation of the tenders using the agreed evaluation matrix. Due to the importance and value of the contract it is considered that the decision should be made by the Portfolio Holder.

3. Alternative Options

- 3.1 An evaluation matrix is a requirement of the procurement regulations to ensure a transparent process and to give clarity to all of the factors that are to be taken in to account as part of the tender evaluations. The evaluation matrix must be made available

to all tenderers as part of the procurement process. There is no option not to produce an evaluation matrix.

4. Supporting Information

- 4.1 The grounds maintenance and sports grounds maintenance contracts will expire on 31 March 2016. Preparations for the new contract have progressed in line with the timetable attached (Appendix A).
- 4.2 The Public Contracts Regulations 2015 – effective 26 February 2015 came in to effect 26 February 2015 which have put a greater requirement on the availability of documents at the time of issuing the Pre- qualification questionnaires notification (PQQ). Evaluation of the PQQ responses will identify those companies who have the experience and ability to carry out works contained within the contract and will be invited to tender.
- 4.3 To encourage interest from small and local companies with the potential employment for local staff and competitive pricing the contract is to be offered in lots. The lots which are identified by very specific work requirements are
- Castle Park
 - Cemetery and Crematorium
 - Green spaces - all other CBC areas

Contractors will be able to bid for one or a combination of lots. Evaluation and award will be on the basis of the evaluation matrix and the most economically advantageous tender permutation.

- 4.4 The grounds maintenance contract will be one of the first Council contracts where it is a condition of the contract that the contractor is required to pay every person employed by the contractor in the performance of the service no less than the living wage. Apprentices employed on the contract will be excluded from the living wage requirements.
- 4.5 Arising from pre tendering discussions with some grounds maintenance contractors it has been identified that April is not the ideal time for commencing grounds maintenance contracts. This is due to the high levels of activity required in April and May whilst contractors are familiarising themselves with contract areas. It has not been possible to extend the existing contract to the autumn but the contractors' observations have been taken on board and the new contract will expire 31 October 2023. This will mean that future contracts will commence in November when activity levels are lower.

5. Proposals

- 5.1 The tender evaluation matrix has been carefully considered to enable a variety of factors to be taken in to account when assessing the tender submissions. Price is clearly an important factor but price alone is a poor assessment of a company's ability to deliver the contract or their understanding of the contract requirements. It would be a false economy to enter in to a low priced contract if the resulting service delivery was below requirements and led to contract failure.
- 5.2 To comply with the requirements of the new procurement legislation the technical evaluation seeks information and confirmation from tenderers on a variety of aspects. To demonstrate the tenderers' understanding of the contract and service requirements, companies are required to submit
- method statements on service delivery
 - staffing and training information

- information on plant and machinery
- information on customer service proposals
- information about environmental sustainability
- health and safety information
- social value commitments including local employment
- information on performance measures and their approach to delivering continuous improvement
- proposals for mobilisation and handover

- 5.3 It will be a requirement of the tender process that tenderers exceed a minimum stated score in the technical evaluation to progress to the stage where their cost is brought in to the evaluation. This avoids companies who have limited experience or whose responses raise serious concerns over their understanding or ability to deliver the service being part of the final evaluation process.
- 5.4 The financial evaluation matrix is based on the lowest tender being awarded the 60% maximum (60:40 ratio of price and quality) The value of the other tenders submitted will be allocated a % on the basis of the submitted price as a proportion of the lowest tender.
- 5.5 The tender evaluation matrix has been tested to ensure that scoring the financial and technical aspects delivers a reasonable outcome. Amending percentages in the finance and quality ratio can result in imbalance requiring tenderers to score unrealistic scores in categories to be able to deliver competitive submissions.
- 5.6 The tender evaluation matrix (Appendix B) weights the criteria set out in 5.2 to give an overall score for the technical evaluation. The technical evaluation will be carried out by Community Services as a separate exercise to the financial evaluation which will be carried out by Procurement team of Commercial Services. Only at the time when the financial and technical evaluations are completed will the evaluation panels convene to assess an overall score and preferred contractor.

6. Strategic Plan References

- 6.1 The quality and appearance of Colchester's landscape environment has more than just a visual impact. A high quality environment not only impacts on those that live in the Borough but has a significant impact on those who make decisions about where to work, visit for relaxation and holidays and where to send their children to school.

The Strategic Plan 2015 -18 vision statement "Rich heritage, ambitious future" is supported by 4 themes or key words that describe our objectives Vibrant, Prosperous, Thriving and Welcoming. Through the grounds maintenance contract and delivery of quality green spaces and recreational facilities we will promote Colchester's heritage and wide ranging tourism attractions to enhance our reputation as a destination. We will deliver Colchester's green spaces and opportunities for health, wellbeing and the enjoyment of all. A quality landscape environment will ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity.

7. Consultation

- 7.1 The tender evaluation matrix is an internal process although external references and examples of good practice have been used in its preparation. Discussions have been held with Colchester Borough Homes (CBH) on the contract content as they are a significant client within the grounds maintenance contract. Services are delivered to a

range of CBH properties including sheltered accommodation and the assisted garden scheme where tenants who are unable to maintain their gardens are provided with a basic garden maintenance service by the contractor.

- 7.2 Officers have taken the opportunity for pre tendering discussions with external contractors to identify aspects of the contract that have the potential to deliver improved services, efficiencies and value for money. The Leisure and Communities Portfolio Holder and Executive Director have been involved in the discussions and are in agreement to the process and evaluation criteria.

8. Publicity Considerations

- 8.1 The tender evaluation matrix is not a controversial item and sets clear information to tendering companies on how the tender submissions will be evaluated. The matrix is important in determining the most economically advantageous tender and which company is to be awarded which lot(s).
- 8.2 The effectiveness of the evaluation matrix will be at the point of contract mobilisation and delivery. Whilst it can be anticipated that an incoming contractor will take some time in settling in, the contract timetable allows for 3 months advance notification of the contract award which will enable contractors' time for any staff handover and site familiarisation.

9. Financial implications

- 9.1 There are no financial implications regarding the adoption of the evaluation matrix. Once the evaluation matrix is used to determine the most economically advantageous tender(s) the financial implications with regards to the cost of delivering the service will be identified.

10. Standard References

- 10.1 There are no impacts on equality, diversity and human rights; community safety; health and safety or risk management implications associated with the adoption of the evaluation matrix.

Background Papers

None

.

Appendix A

Procurement Timeline

The anticipated timeline for the procurement project is set out below.

Milestones	Date
Issue of OJEU notice and tender pack	6 August
Deadline for receipt of PQQ Clarification questions	26 August
Deadline for receipt of PQQ submissions	7 September
PQQ evaluation and communication of result	18 September
Invitation to Tender issued to short listed bidders	21 September
ITT Bidder Site Visit – “road trip”	30 September
Deadline for receipt of ITT Clarification questions	21 October
Deadline for receipt of Tenders from short listed Bidders	2 November
Clarification Interviews	17 November
Recommendation submitted to appropriate Board	23 Nov (plus 5 day call-in)
Preferred Bidder & Unsuccessful Bidders notified	8 December
Stand still Period	9 – 21 Dec
Contract signature	January 2016
Commencement of service	1 April 2016

Appendix B

Evaluation Criteria

The evaluation criteria for the ITT Bid evaluation are designed to allow the selection of the Bid that represents the Most Economically Advantageous Tender, rather than lowest price alone, which will be that which is judged to offer the optimum combination of service capability, quality, deliverability and other areas as detailed in the ITT and Bid price.

Please see the table below for the weighting and scoring:

Criteria	Weighting	Scoring
Commercial (Price)	60%	
Technical	40%	
Compliance with specific requirements of the Technical Specification	Sub-weighting	
Service Delivery *	30	0-5
Staffing and Training *	20	0-5
Plant and Machinery *	10	0-5
Performance Measures & Continuous Improvement *	10	0-5
Social Value	8	0-5
Customer Service and communication	5	0-5
Environmental sustainability	7	0-5
Health and safety	5	0-5
Contract mobilisation and hand over plan	5	0-5
Sub-contracting arrangements	Acceptable	Y/N
Evaluation total	100%	

* Bidders will be required to submit separate responses for each element

Scoring Mechanism

Bidder responses will be scored using the table below:

Score	Description	General rationale
5	Excellent	Superior, beyond expectations; offers an excellent level of performance which exceeds notional requirements; represents industry best practice.
4	Very good	Very good, negligible risk of failure; satisfies the selection criteria in all respects. Highly competent and above average.
3	Satisfactory	Satisfies all requirements, average, acceptable and compliant; successful completion highly probable, no shortcomings apparent.

2	Minor Shortcomings	Acceptable and mainly compliant, generally meets the requirements except for minor aspects and shortcomings, successful completion likely.
1	Poor	Marginally adequate, does not satisfy all requirements, successful completion uncertain, concerns regarding competence or capacity and ability to successfully fulfil the contract requirements.
0	Unsatisfactory	Non-compliant - fails to satisfy requirements.

The score will then be multiplied by the weighting to give a final score for that method statement.

The minimum acceptable score for each question is 2. Suppliers scoring '1' or '0' on individual questions may be discounted from the tender process. Bidders who fail to achieve 40% of the available scores in an individual lot will be rejected from that lot.

Report of	Head of Commercial Services	Author	Gareth Mitchell ☎ 508960 Richard Clifford ☎ 507832
Title	Centralised CBC Events Management Service		
Wards affected	All Wards		

This report provides some background to the recommendation from Trading Board on the Events Management Business Case in part B of the agenda.

1. Decision(s) Required

- 1.1 To note the contents of the report, which provide some background to the recommendation from Trading Board on the Events Management Business Case in part B of the agenda.

2. Reasons for Decision(s)

- 2.1 At its meeting on 5 August 2015, the Trading Board made a recommendation to Cabinet on a Centralised Colchester Borough Council Events Management Business Case. The reports considered by Trading Board contained exempt information and were therefore published on part B of the agenda. Accordingly the Trading Board moved a motion that the public be excluded from the meeting before the item was considered. Therefore the minute of the meeting containing the recommendation from Trading Board is published on part B of this agenda as it also contains exempt information.
- 2.2 This report sets out some background and context to the decision that Cabinet is being invited to make.

3. Alternative Options

- 3.1 No alternative options are proposed.

4. Supporting Information

- 4.1 The Terms of Reference for the Trading Board includes the following:-
 - b) Identify and develop any new commercial agreements generating significant income for the Council for approval by Cabinet or Council
- 4.2 The Commercial Team have been developing proposals for joint venue promotion and cross borough ticketing. A report was submitted to Trading Board on 5 August 2015 seeking approval of a Business Case for a centralised events management service. The Business Case proposes the bringing together of Colchester Borough Council's events venues under Commercial Services. This would bring significant financial and operational benefits.

4.3 The detailed information in the Business Case is commercially sensitive and is designated as exempt information that is not for publication by virtue of paragraph 3 of part 1 of Schedule 12A to the Local Government Act 1972. However in broad terms it proposes that the new Service will have responsibility for sales, marketing, customer service and income generation for all event venues including Charter Hall, Town Hall, Colchester Castle, Castle Park and other open spaces across the Borough. It proposes that the new Service would begin operating in April 2016.

4.4 The Trading Board recommended to Cabinet that it approve the Events Management Business Case and Cabinet will consider that recommendation in Part B of the agenda.

5. Strategic Plan References

5.1 The Commercial approach which the Trading Board oversees is critical to the achievement of all outcomes in the Strategic Plan.

6. Financial Implications

6.1 These are set out in the report and the Business Case in part B of the agenda.

7. Equality, Diversity and Human Rights Implications

7.1 An Equality Impact Assessment has been carried out for the Council's Commercial Review process and is available by [clicking this link](#). (please ensure that www.colchester.gov.uk site is open) or following this pathway from the homepage of www.colchester.gov.uk: Council and Democracy>Policies, Strategies and Performance>Equality and Diversity>Equality Impact Assessments>Commercial Services>Commercial Review.

8. Standard References

8.1 There are no particular publicity or consultation considerations; community safety; health and safety or risk management implications.

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

This report covers performance against the Council's key performance measures and the Strategic Plan Action Plan for 2014/15 year end; and new targets for 2015/16.

1. Action required

The Cabinet is asked to consider and comment on the performance update for the Council's key performance measures for the year ending 31 March 2015, and to agree the set of indicators proposed for 2015/16 (both shown in Appendix 1). A progress update of the Strategic Plan Action Plan for the year ending 31 March 2015 is shown in Appendix 2.

The Scrutiny Panel reviewed the year end report on 18 August 2015, and Cabinet is also asked to consider any comments from that scrutiny.

2. Background information

The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update on our indicators and a review of progress against our Strategic Plan Action Plan along with proposals for 2015/16 indicators.

3. Performance Summary

- At the end of 2014/15, the overall position was that 11 (79%) of our measures were achieved (or 'green') and 3 (21%) did not meet the target in full ('red').
- The actions within our Strategic Plan Action Plan show that there is a considerable amount of positive activity being undertaken across the Council and with our partners to achieve our Strategic Priorities.
- The Council has also received a number of awards and accreditations highlighted at the end of Appendix 1.

4. Strategic Plan references

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

5. Consultation

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

6. Publicity considerations

The performance report contains 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.

Corporate Indicator Set 2014/15 Year End Performance April 2014 – March 2015					
Indicator	Result 2013/14	Target 2014/15	RAG	Year End Result 2014/15	Comments

Planning Key Indicators

KI P1 Processing of planning applications	Majors 89.7%	70%	Green	88%	There were 1529 planning decisions issued this year compared to 1482 last year (3.2% increases). Proposed targets for 15-16: Majors 75% Minors 85% Others 90%
	Minors 80.1%	75%	Green	86%	
	Others 90.7%	85%	Green	95%	
KI P2 Planning appeals allowed against our decision to refuse	30%	30% maximum	Green	29.7%	If you exclude split decisions this target was met. If you count split decisions as “allowed” appeals (even where PINs agreed with the actual decision but tweaked conditions) the figure was 32%. 40% of the Committee decisions appealed this year were allowed by the Planning Inspectorate (PINs). Proposed target for 15-16: 30%

Benefits Key Indicators

KI B1 Time to process housing benefit new claims and changes	14.56 days	13 days Housing Benefit	Green	10 days Housing Benefit	A good result for 2014/15. The key contributors for the improved performance are staff resources and the stability of Benefits operating systems. We have had a stable and fully trained team of assessors for the year and systems that have been robust and run at optimum speed. Proposed target for 15-16: 13 days Housing Benefit 16 days LCTS
		16 days LCTS		13 days LCTS	

Corporate Indicator Set 2014/15 Year End Performance April 2014 – March 2015					
Indicator	Result 2013/14	Target 2014/15	RAG	Year End Result 2014/15	Comments

Housing Key Indicators

KI H1 Net additional homes provided	728	1065	Red	721	<p>This was set against a target of 1065 identified in the draft Strategic Housing Market Assessment, but this is no longer the relevant number.</p> <p>Colchester continues to outperform all other Essex authorities. In 2013/14 CBC delivered 720 dwellings and the next highest in Essex was Chelmsford at 470.</p> <p>The Council has an up to date five year housing land supply as required by national planning policy. Delivery is judged over a period of time to iron out economic peaks and troughs.</p> <p>Proposed target for 15-16: The target in the adopted Core Strategy is 830 units a year which seems the most appropriate number until any new local plan sets fresh targets.</p>
KI H2 Affordable homes delivered (gross)	103	400 Three year target 2012-15	Green	260 Three year total = 496	<p>A total of 260 affordable homes were delivered in 2014/2015, with 103 homes delivered in 2013/2014 and 133 delivered in 2013/2014. This brings the three year total to 496 affordable homes, exceeding the challenging target set. This is an excellent achievement, set against challenging economic and funding conditions.</p> <p>Proposed target for 15-16: 205 delivered over 3 years. Whilst trying to make the target stretching, we have had to be realistic about the impact on affordable housing delivery of recent changes to national housing policy.</p>

Corporate Indicator Set 2014/15 Year End Performance April 2014 – March 2015					
Indicator	Result 2013/14	Target 2014/15	RAG	Year End Result 2014/15	Comments

Housing Key Indicators delivered by Colchester Borough Homes (CBH)

KI H3 Homelessness cases prevented	616	600	Green	607	Cases where the Housing Options Team, and external organisations who receive funding from the Council, work with clients who are owed a statutory duty of homelessness to find alternative solutions to their housing need. Proposed target for 15-16: 45% of Homelessness cases prevented (the number of cases where homeless was prevented during the period divided by the total number of Housing Options cases closed during the same period)
KI H4 Rent Collected	98.24%	98%	Green	98.6%	A significant achievement which has exceeded expectations during a difficult economic climate and the implementation of changes around welfare reform. Proposed target for 15-16: 98%
KI H5 Average time to re-let council homes	General 15 days	General 17.5 days	Green	17.3 days	General – The figure is based on 346 general needs properties becoming vacant during the year. Proposed target for 15-16: 17 days
	Temporary 30 days	Temporary 30 days	Green	26 days	

Waste and Recycling Key Indicators

KI W1 Residual household waste per household	430 kg	410 kg	Green	403kg	There has been good performance in terms of the amounts of residual waste per household being generated which has continued to fall resulting in the target being exceeded by 7kg. Proposed target for 15-16: 400 kg
--	--------	--------	-------	-------	--

Corporate Indicator Set 2014/15 Year End Performance April 2014 – March 2015					
Indicator	Result 2013/14	Target 2014/15	RAG	Year End Result 2014/15	Comments
KI W2 Household waste reused, recycled and composted	45.5%	48%	Red	46.26%	<p>The target of 48% was not achieved however there was an increase in the amount of waste recycled compared with 13/14. There were three strong quarters however the final quarter dropped considerably reducing the overall figure.</p> <p>There was a decrease of 150 tonnes in the amount of newspapers and magazines this year, reflective of the quantity of these being sold. There was also a reduction in garden waste of 340 tonnes in the fourth quarter this year compared with 13/14. This seasonal affect has hindered reaching the target.</p> <p>There was an increase in the amount of food waste collected this year of 529 tonnes compared with 13/14 and now makes up 13% of all material collected for recycling.</p> <p>Proposed target for 15-16: 48%</p>
KI W3 Number of weekly missed collections	Blue week 2084 Green week 1846	104 a week	Green	94 per week	<p>Missed collections performance is better than targeted performance and has improved on last year's result of 102 missed collections per week.</p> <p>Performance has improved whilst adding additional collections, with it being the first full year for food waste collections, being measured against the same target as the previous year.</p> <p>With each household in the Borough having four materials collected per week, the service makes over 306,000 collections per week. This equates to a missed collection percentage of 0.032%.</p> <p>Proposed target for 15-16: 100 a week</p>

Corporate Indicator Set 2014/15 Year End Performance April 2014 – March 2015					
Indicator	Result 2013/14	Target 2014/15	RAG	Year End Result 2014/15	Comments

Resources and Organisational Key Indicators

KI R1 Council Tax collected	97.3%	97.4%	Green	97.4%	A good performance supported by the Council Tax Assessment Team, Customer Support Team and Income /Corporate Debt Teams. Target has been achieved despite an increase of collectable Council Tax of over £2million. Proposed target for 15-16: 97.5%
KI R2 Business Rates (NNDR) collected	97.65%	97.5%	Green	97.5%	Although collection is slightly down on the previous year there has been significant effort made to successfully achieve the target. A review of processes and change in officers mid-year helped us to identify areas of improvement and will support stronger and more proactive collection going forward. The collection rates are affected by a number of appeals, some of which were resolved during 14/15 and some will be resolved in the new financial year. The collectable amount of NNDR has increased by around £1million and we expect this to increase further during 15/16. Proposed target for 15-16: 97.7%
KI R3 Sickness rate in working days	8.21 days	7.5 days	Red	8.84 days	The sickness target of 7.5 days has not been achieved this year. This will be a priority for 2015/16. We are adopting a firmer line with persistent sickness cases, having obtained legal advice in order to improve our practice. This has resulted in several recent dismissals. The 2015 staff survey shows an improvement in staff morale after several years of re-organisation with 73% of staff saying they enjoy their jobs and are trusted to do them (compared to 68% last year). The survey also shows a fall in staff reporting feeling unwell due to work-related stress. Proposed target for 15-16: 7.5 days

Strategic Plan - Action Plan Year End Performance Report April 2014 to March 2015

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 – year end report against agreed actions April 2014 to March 2015

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

New online self-service was implemented in March enabling residents to manage their housing benefit accounts online. Improved online services in one place are easier for customers to use, enabling them to view their benefit details such as how much benefit they are entitled to and when payments have been made.

Housing benefit claimants can now make their whole new benefit application online - they can also now upload their supporting claim information using their phones, tablets and PCs.

New online enquiry forms have been developed to replace open email enquiries which has resulted in quicker resolution of enquiries. Landlords can now download details of payments made through the new online self-service.

Improve outgoing customer contact to reduce customers using our in-person and telephony channels

We have promoted the new online services via letters and bills, telephony and online channels.

We have used our customer insight to target communications and trained advisors in behaviour change techniques to encourage and help customers use our online channels at the Library and Community hub. An encouraging example of the success of this work is shown in the initial results from our project which enabled customers to upload their supporting claim information. Since implementing this project we have shifted 701 out of 1348 people to digital uploading (a 52% increase).

Improve web content and increase the uptake on other online services for benefits

A total review of our website (including all council tax and benefits pages), reducing 4000 pages to 1500 has enabled easy access to our website and digital transactions. This result has been an increase in online transactions (not including payments) from 617 at 1 September 2014, to 1166 at 1 March 2015 (an 89% increase). A further review of the Revenues and Benefits areas of the web in March has also led to a 71% increase in transactions in that area.

We have been working with communities across the borough to enable digital skills and encourage people to go online through training, supporting our 'Online Champions', and providing 'surgeries' for customers and digital events.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

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, and the introduction of plastic recycling collections from flats.

Develop a new Waste Strategy for Colchester -

The Waste Task and Finish Group, established by the Cabinet, have been meeting to consider options for the future collection methodology of the waste service. The group has considered and seen up to date reports on different types of waste collection, frequencies and materials to be collected alongside considering the methods being used by high performing authorities. The group is developing plans for a public consultation on waste, to take place in the summer, the results of which will be reviewed and presented as part of the group's recommendations to the Cabinet.

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

15 flat locations have been identified by working in partnership with CBH who have funded the infrastructure to secure the bins. Plastic's recycling bins will be rolled out by the end of April and food waste recycling will be rolled out between May and June at the same locations. Monitoring will take place over the following three months after installation, on participation and contamination rates and use of CBH's resident feedback forums will be made to ensure we receive comments from as many participants as possible.

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

Zone Teams continue to promote recycling to residents in their communities. This may be by way of an ad hoc recycling container collection point, advertised locally, or at a community meeting where we are able to promote corporate messages.

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 in order to maximise resident take up of recycling and achieve optimum collection efficiency.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Providing more affordable homes across the borough

Key actions here include the use of our land and assets to facilitate building of new affordable housing. We also aim to ensure the Housing Trajectory demonstrates a 15-year supply of housing sites, including a 5-year supply of deliverable sites.

400 new affordable homes to be built over three years

496 affordable homes have been delivered, exceeding the challenging target set. Delivery on a year by year basis is set out below: 2012/13 a total of 133 homes; 2013/14 a total of 103 homes; 2014/15 a total of 260 homes.

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

Seven qualifying sites had agreements settled which specified the affordable housing contribution due. The Council's Planning Policy changed in 2014 reducing the affordable housing contribution required from 35% to 20% of homes provided on qualifying sites. Therefore, sites April-June 2014 were subject to the 35% contribution and sites after that subject to the 20% contribution. The affordable housing contributions secured were:

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 5 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 5 sites
1654	476	250*	£653,415

* This number could increase as at least one site is subject to reviews as the site is built which can only increase the percentage achieved

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

Based on provisional data, 721 new homes were built in the Borough between April 2014 and March 2015. House building has been suppressed nationally for a variety of reasons including issues with bank lending and a lack of resources in the building sector.

The Council has an up to date five year housing land supply as required by national planning policy and continues to work with developers and landowners in order to make residential sites deliverable and as a result contribute towards sustainable growth in the Borough.

¹ Qualifying sites means sites of 10 units or more in Colchester, Stanway, Tiptree, Mersea and Wivenhoe or 5 units elsewhere. In November 2014 the Government published a ministerial statement and updated the Planning Policy Guidance (PPG) in respect of the use of planning obligations on small sites. Since that date 'qualifying sites' mean **more than** 10 units in Colchester, Stanway, Tiptree, Mersea, Wivenhoe, Marks Tey and West Bergholt or **more than** 5 units elsewhere.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

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.

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

Interim Air Quality Action Plan submitted and accepted by DEFRA. Model review of air quality in the borough completed. Additional modelling currently taking place (to be complete by end of April) including scenarios to determine whether the introduction of a low emission zone would achieve the required National and European air quality objectives.

Produce a Low Emission Strategy (LES) for the Borough to identify and implement measures that will reduce transport emissions of NO₂, whilst also reducing emissions of particulates, noise and CO₂

Utilised DEFRA Air Quality Grant Funding to develop a LES which sets out an integrated approach across the Council to influence the 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 strategy identified buses as a significant contributor to the excess levels of Nitrogen Dioxide within the town centre. This information was used to support the Council's application to the Clean Vehicle Technology Fund in July 2014. The bid, made in partnership with First Essex Bus Group, was successful, resulting in £194,000 to deliver the project. First Essex are fitting technology to reduce emissions by 80%. The upgraded EURO 3 standard buses will be in service and operating within the town centre by July 2015.

To undertake a consultation with members of the public, and key stakeholders for the LES and Air Quality Action Plan

Scenario modelling is taking place and will be included in the draft Low Emission Strategy to go out to consultation early in 2015/16. The strategy has been developed in partnership with bus and taxi operators, CBC fleet management, planning and procurement.

Support Essex-wide Litter Campaign in Colchester -

Ten areas were targeted for this campaign which included raising awareness and behaviour change messaging. In seven areas there was a decrease in litter of 27%. In the other areas there was an increase in litter. The increase in these areas was thought to be linked to the timing of the campaign and monitoring period with school holidays and increased visitors being a factor. Overall smoking related litter was the most common with it being 68% of all litter collected. The findings have helped focus on priorities to be targeted in the future. A number of new campaigns are being undertaken such as 'We Are Watching You', a dog fouling campaign in partnership with Keep Britain Tidy and 'Litter Warriors' where we can enable the local community to help in their areas.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Tackling anti-social behaviour and using enforcement to support priorities

To work in partnership with the Tactical Operations Group and continue with the Noise from Licensed Premises Project

The Tactical Operations Group (now called Licensing Enforcement Group) has met regularly to target enforcement of identified premises. The noise from Licensed Premises Project has continued. The Environmental Protection Team and the Health & Safety Officer have carried out a number of inspections of premises where notices have been served on them in relation to noise and one is in the process of being prosecuted.

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 235 noise complaints and undertaken 401 monitoring visits, (up 58% on 2013/14). The majority of the monitoring involves town centre business/licensed premises.

Evidence obtained by the WNS formed a key part of our first Environmental Protection review of a Licensed Premises, and was key to obtaining the UK's first Public Space Protection Order relating to Turner Rise Retail Park.

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

A 'Town Centre Enforcement' rota has been in place since 2014, where Wardens from other areas patrol the Town Centre with a specific duty to enforce. This has helped issues such as A Boards, Parking, illegal Waste Carriers, Business Duty of Care and has also seen a rise in FPN's for litter, specifically cigarette butts. This rota also allows all Wardens to maintain their skills for difficult conversation, conflict management and the legislation necessary.

Licensing Risk Assessments

23 licensing risk assessments have been carried out. The assessments have been effective in highlighting issues at licensed premises. Some premises have not been up to standard, and as a result the licence holders have been given advice by officers and the Police about how they need to resolve the issues. The premises are then checked to ensure compliance.

Work in partnership with the Police and others 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

The monthly meeting between the Licensing Authority, Police, Fire Authority, Trading Standards, Child Protection, Environmental Health and Planning has continued since 2014. 41 premises have been scrutinised, and we are engaged in joint enforcement with 10 premises, with a further 7 are on a watch list. The day of action in Berechurch resulted in several licensing follow up actions.

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

Colchester town centre was accredited with Purple Flag status in 2013. 2014 saw the town go through a 'light touch' reassessment and Colchester was re-accredited with Purple Flag status in February 2015. Summer 2015 will see the town go through a full reassessment with a report due in early 2016.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Enabling local communities to help themselves

Continued use of S106 Funding for community developments –

Total amount of £30,000 of building works grant paid to four groups to keep their buildings in good order to deliver borough wide services to residents. Combined s106 contribution for borough wide and ward work of £410k. In addition a new community centre has been agreed for Stanway to be built in 2016 through a section 106 agreement.

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

Draft study completed expected to be finalised shortly.

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 teams have continued to support and enable community events throughout the year. Activities range between events that encourage a sense of community and social engagement through to encouraging changing behaviour around litter or anti-social behaviour. These are activities where the community are a key part of the overall sustainability of the project and include setting up youth clubs, assistance with neighbourhood watch schemes, dance classes, school holiday activities and attempting to work together with communities to reduce instances of dog fouling.

Zone Teams have particularly good relationships with Parish and Town Councils and have directly supported the rural inclusion scheme. This is where mobile devices are available in community facilities and the Zone Teams help people learn how to go online and what services are available to them. They also have good relationships with several Primary Schools and now have 7 Junior Warden Schemes up and running.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Supporting more vulnerable groups

Deliver ‘Crucial Crew’ programme to Year 6 pupils across the borough and a further ‘Crucial Crew’ for older people

Crucial Crew for young people was delivered between 2 - 13 June 2014 at the Weston Homes Stadium. 63 schools attended bringing 1968 year 6 pupils from across the borough. Each child was educated on seven Community Safety scenario: 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 The Council's Zone Team. The 2015 event will take place during the first two weeks of June at the Community Stadium with over 2000 children in attendance. This year will also see some new scenarios including Knife Crime Awareness lead by Only Cowards Carry and B Safe B Cool lead by ECC.

Deliver “Crucial Crew for Older People”

This was delivered in partnership with the Essex Fire Service on Friday 27th March in St.Botolph's Church and funded by Essex Community Foundation. Over 140 invited older people attended and short sessions on personal safety were delivered by eight organisations, who were also available for further questions. These agencies were: Police, Fire, Trading Standards, Environmental Health, Gas Safety, Zone Wardens, Red Cross ,Helpline and students from Year 10 of Stanway School who also served refreshments and a buffet lunch..

Meet the Council's ‘Equality Objectives’

‘Supporting more vulnerable groups’ has been one of the Council's Equality Objectives to 31 March 2015 as 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 are detailed in the Council's Equality and diversity annual update report published on the Council's website and approved by the Governance Committee on January 2015. The Diversity Steering Group continues to meet quarterly to further embed Equality and Diversity into the Council's day-to-day business.

Update CBC's Safeguarding training records and complete audits in line with the requirements of the ESCB and ESAB

The proportion of staff having successfully completed “Level 1” Safeguarding training (or equivalent) has continued to increase, and “face to face”, external, training has been delivered to the majority of staff who work “predominantly” with children or with vulnerable adults. Designated Safeguarding Officers have continued to meet at quarterly meetings to help refine procedures and processes. Remote (online) Section 11 audits were submitted to the Safeguarding Boards in January 2015.

Award of Welfare Grant Programme funding to key Voluntary Sector Partners supporting the delivery of CBC's priorities

A total of £210,558 awarded by the Voluntary Welfare Grant programme to a wide range of organisations that meet the strategic plan objectives.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

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

Continue and increase participation in the parkrun event in Colchester as part of the national initiative

The Colchester Castle weekly parkrun will celebrate its 2nd anniversary in April 2015. As of 25 March 2015 there have been a total of 102 runs (including runs on Christmas Day and New Year's Day) with participation by 17,561 people. Average weekly attendance is now 172.

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

Extension project was completed on time and to budget with grand opening held on 3 August 2014.

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

The Business Development Team Leader chairs the Active Colchester Network quarterly, with the Chair also attending Active Essex Network county wide meetings.

New funding applications have been submitted to apply for parkour sessions at Leisure World Highwoods and the promotion of Active+ sessions at Leisure World Colchester. Active Colchester Network has also applied for funding to enable "Inter-Community" Games project in Colchester, which will link with CBC Community Initiatives and Zone Teams.

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

Between April 2014 to March 2015:

- Over 10,000 transactions which would previously have been made over the counter or over the phone (6944 online payments for bookings made by Leisure Card holders; 232 Join@home subscription payments for Lifestyle memberships made since the July 2014 launch and 3108 self-service Kiosk payments made by Leisure Card holders).
- Over 185,000 self-serve transactions (average of 500 per business day)
- 2261 people have downloaded our mobile phone app.
- 31,074 Leisure Card holders as at 31 March 2015.

Continue to investigate opportunities and Improvement work with our parks and open spaces, including the new outdoor gym in Castle Park and agreed use of Open Space S106 funding

A new outdoor gym has been installed and is proving extremely successful. Due to the reaction and interest that this facility has generated, outdoor gyms have been installed at Old Heath Recreation Ground and Greenstead. Opportunities are being explored with developers of new residential areas to incorporate such features within the original layouts. Open space sport and recreational facility funding from S106 agreements is being allocated to projects to support Borough Council, Parish, Town and Community Council projects and improvements.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Engaging with the voluntary sector

- **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,CTWR (outreach) £21,528, Nightshelter £8,948,Grassroots £1,366,Rural Community Council of 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 in 2013. The tennis pavilion at Old Heath Recreation ground is to be converted into a community café during the winter of 2015 to be opened and managed by GO4, a local social enterprise, in the spring of 2016. The new tenant was selected through a competitive expression interest application round. The Garrison Gym project is scheduled to commence in summer 2015.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

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

Sheepen Road feasibility

New Homes Bonus funding was granted and used for a feasibility study on the office development of the site. A business case was approved by the RIF in November. Heads of Terms with the pre let tenant have been agreed and legal documents are under negotiation.

New funding bids through SELEP, TSB and EU

The Business Broadband project was approved by the SELEP in March 2015. SELEP also awarded £15m from Single Local Growth Fund to Colchester transport schemes. We have also secured 100% EU funding for heat mapping and masterplanning at Northern Gateway and at the Hythe with the University.

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

Refurbishment works at both properties will shortly complete and the Town Centre Steering Group continue to monitor progress.

Development of the first Phase of the Severalls site

Phase 1 is well advanced with 70 units completed (of 248). Opening of NAR3 phase 3 (Via Urbis Romanae) now means that Crest will soon be closing the Mill Road access to general traffic. Units are reportedly selling well. Issues arising around diversion of Footpath 69.

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

The Masterplan second phase draft was completed and went to public consultation. Heads of terms formally signed off for David Lloyd scheme and legal negotiations underway. Cabinet approval also gained for the sale of 2.5 acre site to Lookers on Axial Way for a new dealership. Surveys for sports land to the north are now complete and with Sport England for review.

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

Outline application approved and first reserved matters application approved. Work commenced on site.

Progress negotiations with developers for Phase 2 (Severalls) to include planning consent, sign development agreement

Advanced discussion underway with potential purchasers the original bidder having backed out. Major Development Service working with development consortium, ECC, HCA and Health Trust to facilitate development. Sale may occur in Spring 2015. (subject to due diligence).

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Improving opportunities for local business to thrive including retail

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

COLBEA are working with the Colchester Enterprise Hub to provide new entrepreneurs with 'try before you buy' hot desks and free access to their business network events.

Completion of refreshed Colchester Economic Growth Strategy

Following consultation with public and private sector partners the Colchester Economic Growth Strategy 2015-21 is due to be approved by Cabinet in September 2015.

Promote and encourage SMEs to use the energy switching service linked to the Big Community Switch

We promoted a new energy brokerage facility which is available through the Council's Big Community Switch webpage to help local businesses reduce energy costs. CBC encouraged businesses to review their current energy tariff through direct contact with businesses.

Progress plans for development of a Creative Incubator providing circa 22 workspace units for start up businesses

£1.5m secured from ECC ICS Fund for development of phase 1 of the scheme. Detailed design ongoing in preparation of a planning, some mobilisation works completed and brief for operator is with ECC for comment.

Progress development agreement and planning consent for Vineyard Gate Shopping centre

Negotiations ongoing with Vineyard Gate developers regarding the new retail development.

Continue to work with the independent retail sector to deliver partner-based local initiatives

The Colchester Town Team group commissioned research to seek the opinions of the town centre business community on closer working and how this could take place. Four sub groups have been established as a result which are working on plans to deliver on the issues identified.

Progress delivery of superfast broadband and 4G mobile connectivity by the end of 2014 –

Town Centre 4G Wi Fi now operational. £200,000 from SELEP secured to help build superfast broadband on Colchester Business Parks.

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

Agreement reached with ECC to formalise a range of skills funding to increase the number of apprentices and address skills shortages.

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

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Recent success was the launch of MotorV8 using funding secured from the Department of Work & Pensions to assist local residents currently on incapacity benefit to secure employment.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Giving local people the chance to improve their skills

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 schools has been disbanded, projects to reduce the numbers of young people not in employment, education or training will be led by 'Colchester Works'. We are working with Signpost and the "Building your Future" course aimed at 14-16 year olds who are struggling with school and taking place at Stanway Federation Learning Centre for a one day a week six week period.

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

We continue to facilitate four Work Clubs in New Town, Shrub End, Highwoods and Stanway all run by volunteer helpers and we support two other Clubs in the Town Centre and run by Fresh Beginnings and at Greenstead managed by Signpost. Clubs average 5/6 a week at each session and the average for those finding work is one month.

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

We ran a joint information session in February 2015 with JCP and the Adult College for Lone Parents who will be transferring to Jobseekers Allowance when their youngest children reach the age of five. These parents are taking up career advice and training opportunities to prepare themselves for the world of work.. A similar session is booked for April 2015.

Colchester Institute are also working with the wives of the Afghan Translators to provide support for volunteer English tutors and we are planning to offer a certificated English class in New Town as soon as there are eight ladies available to attend, anticipated to be this Summer.

Deliver Job and Volunteers' Fairs

Skills and Employment Fairs were delivered in March and September 2014 with 380 and 420 residents attending.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Promoting sustainability and reducing congestion

Develop a new Environmental Sustainability Strategy for Colchester

The strategy for 2015-2020 was adopted by Cabinet in January and the delivery of the strategy is now being implemented across services and in the community. The delivery plan sets out actions including reviewing the Council's Carbon Management Programme; making further commitments to reducing CBC's CO2 emissions with a new target of 40% by 2020; working more closely with communities so they can become more resilient to climate change; and working to reduce the environmental impact from Council buildings, services and operations.

Work to support environmental sustainability has been taking place; this included 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. In March 2015 we held a 'Community Energy' event at the Weston Homes Stadium to support the development of local energy generating projects. 70 delegates attended from community buildings, schools, clubs and town/parish councils.

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

Transportation and Accessibility section included in Local Plan Issues and Options Document. Have worked with ECC, Highways Agency, Network Rail and Abellio Greater Anglia to understand demands on the network. Analysed and published 2011 Census Travel to Work data.

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

CBC representation on traffic reduction in the town centre monitoring group. Successful bid made to the DfT for improving the air quality from 10 buses passing through the town centre. Grant and agreement signed with First buses. Preliminary designs developed to improve parts of the town centre street scape and shared with ECC for inclusion as part of the Local Growth Fund measures.

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

CBC granted ECC permission to commence construction of Park and Ride site to allow for opening of service which has now happened. 40year lease negotiated with ECC. Considered and responded to the ECC traffic regulation orders for Park and Ride. NAR 3 completed.

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

Worked with First Group on a successful Cleaner Vehicle Technology submission. CBC continue to fund the role of Bus Station Supervisor. The relevant Portfolio Holder will sit on ECC's Bus Strategy Board. Worked with partners to promote "plus bus" integrated bus and rail season ticket offer. Working with Abellio Greater Anglia on the designs for increasing the cycle parking facilities on the south of the station and making improvements to the north side. Fixing the Link project commissioned with Abellio Greater Anglia and ECC.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

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.

Worked with Colchester Travel Plan Club members to continue Travel Change Behaviour Programmes. Working with the University on a range of travel planning measures. Worked with the Police on a Bike Wise security campaign to reduce cycle theft. 'Loveur Car' share bays introduced into town centre car parks with 200 permits issued. Rapid electric vehicle charging post introduced at the Community Stadium.

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

Study undertaken to investigate providing shared use bridges across the A12 to link developments and provide sustainable access.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Showing tolerance and changing behaviours to create better local communities

Work with Probation Service to enable Community Payback scheme to continue

Zones have utilised and worked with the probation service regularly throughout the year. We have had a great response to group work that we have used to repaint children's play areas, clean and repaint garage areas on housing land and some grounds clearances. We have also had three individual placements who have successfully completed their time with us.

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

'Showing tolerance and changing behaviours to create better local communities' has been one of the Council's 'Equality Objectives' to 31 March 2015, as 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 are detailed in the Council's Equality and Diversity 'annual update report' published on the Council's website and approved by the Governance Committee in January 2015. The Diversity Steering Group continues to meet quarterly 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 response way of working. It has been reviewed and endorsed by Executive Board and a Scrutiny Panel over the last year. We will continue to develop the model to ensure the customer is at the forefront of everything we do, as well as improving our response to issues.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Supporting tourism, heritage and the arts

To increase trips to the borough and spending while here

The latest tourism statistics (covering 2013) show that tourism is growing in its significance to the local economy:

- The value of visitor spend to Colchester borough has risen by 308% from £63.1 million in 1993 to **£258 million in 2013**.
- There was an **additional £65.5m** generated in local businesses supplying tourism businesses with goods and services
- Colchester attracted over **5.1 million trips** from visitors in 2013 (up 75% on the 1993 figure of 2.8 million).
- Tourism supports **5767 actual jobs** (up 114% on the 1993 figure of 2,685)

Colchester Castle received **105,096 visitors** in 2014/15 since its re-opening on 2 May 2014, against a target of 100,000 visitors. Total Castle income was **£578,154** - 29% above target. 76% of respondents on Tripadvisor have rated their visit as very good or excellent.

Hollytrees Museum and the Visitor Information Centre received 67,281 visitors and the Natural History Museum 25,750 visitors giving a combined total of **199,900 visitors to the museums in Colchester**.

Creative Colchester strategy / Deliver identified priorities within the Action Plan

New Creative Colchester Board and Group set up with independent chair. Terms of Reference agreed for both groups. Colchester now involved in wider Creative SELEP Group with strong focus on Business/training needs for the sector and skills development and jointly working towards EU bid for business support. Closer working relationship with ECC Skills team.

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

By 31 March 2015 four interpretation panels had been added to those already installed. These are at St John's Abbey Gatehouse, Gosbecks Archaeological Park, East Gate and North Gate. The latter were funded by the Friends of Colchester Roman Wall. Work has begun on the proposed panels at Scheregate and Priory Street. There is also now information available on the Colchester Castle digital app about the town's wider heritage including Balcerne Gate and St Botolph's Priory.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Bringing investment to the borough

Secure new inward investment into the borough in excess of £2m

Investment in excess of £2m secured including Acoustica (noise minimisation products) and Albea (state of the art 'sterile' manufacturing facility).

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

Funding secured including SELEP funding (business broadband) and from Essex County Council & University of Essex to establish a Games Hub to commercialise games and applications developed by students.

Strategic Plan - Action Plan for 2014-2015 – year end report against agreed actions April 2014 to March 2015

Working in partnerships to help tackle health and crime issues

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 WNS/Env Health Service continues to work alongside the Police, Fire Brigade and Trading Standards via the Tactical Operational meetings. The WNS liaised with the Environment Agency to catch a known offender fly tipping wood waste in Haven Road in contravention of an existing injunction. The team continue to support Licensing, Planning, Private Sector Housing, Food & Safety, Anti-social behaviour, taxi licensing and Smoking Enforcement and CBC Zone Teams.

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

As of 1st April 2015, Neighbourhood Action Panels and Essex Police Local Community Meetings have merged. The combined meetings have been renamed Local Community Action Panels (L-CAPS). 7 L-CAPS will operate across the Borough (as per the NAP and Zone areas) and will continue meet on a bi-monthly or quarterly basis. Essex Police (Sergeant) will continue to attend the meetings and will also act as Deputy Chair and a Zone Representative is committed to each meeting.

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.

Report of	Assistant Chief Executive	Author	Matt Sterling 📞 282577
Title	New Strategic Plan Action Plan		
Wards affected	Not applicable		

This report covers the proposed Action Plan for the new Strategic Plan adopted earlier this year.

1. Action required

- 1.1 Cabinet is asked to approve the new Strategic Plan Action Plan (SPAP).
- 1.2 Cabinet is asked to approve plans to develop further items for the SPAP to be added for year 2.
- 1.2 Cabinet is asked to approve plans to assign the funding allocated for the Strategic Plan.

2. Background information

- 2.1 Cabinet approved a new Strategic Plan in February 2015 which describes the organisation's ambitions for the borough. At that time Cabinet asked officers to prepare a new action plan to achieve these ambitions.
- 2.2 This action plan includes actions to achieve each of the priorities in the Strategic Plan, some of which will take several years to achieve.
- 2.3 Officers are working on developing new ideas for the SPAP that were generated at a recent officer Masterclass. Once these are ready, Cabinet will be asked to approve their addition for the start of the second year of this plan.
- 2.4 Cabinet agreed to allocate £547,000 from the New Homes Bonus in the 2015/16 budget to support actions for delivery of the Strategic Plan in areas where it is felt additional resource is needed. During the first year more detailed plans will be developed for spending on specific projects.

3. Supporting information

- 3.1 The actions in this plan include some being directly provided by the Council, and many others involving partnerships with other agencies.
- 3.2 Our performance achieving these actions will be reported to Cabinet (and Scrutiny Panel) twice a year.

4. Strategic Plan references

This report provides an update of progress developing a new Strategic Plan Action Plan, 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 report contains our Strategic Plan Action Plan. This is used to monitor the performance delivering Cabinet's ambitions for the Borough, 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

- 7.1. The sum of £547,000 was included in the 2015/16 revenue budget. This budget is expecting to be spent across the different themes of the Strategic Plan.
- 7.2. Spending is also expected across different financial years. This will be dealt with through carrying forward any unspent balances.
- 7.3. The allocations across themes and years may change based on any agreed specific projects. SPAP monitoring reports and budget reviews will reflect any changes made to these proposals.

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 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.

Appendix

Strategic Plan Action Plan.

Draft: Strategic Plan Action Plan (SPAP 2015-18)

Vibrant

Objectives

Enhance the diverse retail and leisure mix supporting independent businesses valued by residents and visitors.

Develop a strong sense of community across the borough by enabling people and groups to take more ownership and responsibility for their quality of life.

Make more of the great culture and heritage in Colchester so that visitors can enjoy the history and passion.

Create the right environment for people to develop and flourish in all aspects of life both business and pleasure.

Actions

- *Work with development partners to bring exciting new retail and leisure to the eastern part of Colchester town centre*
- *Launch the new High Street Charter Market and develop the offer with themed or extra market events*
- *Support communities to develop their own Neighbourhood Plans*
- *Work with our residents, the third sector and other service providers to implement the Community Enabling Strategy to enable communities to influence, own or co-design services*
- *Work with the Colchester Community Voluntary Service (CCVS) and other local voluntary sector organisations to promote volunteering*
- *Make more of our culture and heritage with initiatives such as the Friends of the Colchester Roman Wall and by attracting Heritage grants*
- *Ensure sufficient land is allocated in the right places to attract and retain businesses, supply homes and identify the infrastructure that is needed by developing a Local Plan for the borough*
- *Co-ordinate partners and funding streams in the Northern Gateway and the Hythe to generate a wide range of jobs and facilities*
- *Create more independent business opportunities by providing trading units in new large developments across the borough.*

Prosperous

Objectives

Promote Colchester to attract further inward investment and additional businesses, providing greater and more diverse employment and tourism opportunities.

Support people to develop the skills needed by employers in the future to take advantage of higher paid jobs being created.

Provide opportunities to increase the number of homes available including those that are affordable for local people and to build and refurbish our own Council houses for people in significant need.

Ensure transport infrastructure keeps pace with housing growth to keep the borough moving.

Actions

- *Deliver an inward investment campaign in key employment sectors*
- *Work with the Town Team and other partners to promote Colchester to attract inward investment*
- *Review the Better Colchester Town Centre website to promote Colchester as a destination for business*
- *Secure increased funding and support for skills initiatives particularly in growth or emerging sectors*
- *Provide local economic data to education providers to help ensure that the skills that Colchester businesses need are provided*
- *Ensure there is an ongoing five-year supply of housing sites and the provision of sufficient numbers, types and tenure of housing to meet local need*
- *Deliver 205 new affordable homes in the borough by 2018*
- *Seek 20% of new homes on qualifying sites to be affordable homes*
- *Work with Colchester Borough Homes to increase the quality of council housing by refurbishing these properties and using new technologies to ensure they are energy efficient*
- *Work with statutory and voluntary sector partners to prevent homelessness and rough sleeping in the borough*
- *Articulate Colchester's transport needs to influence the development of new infrastructure by the Highway Authority and developers.*
- *Support the delivery of improvements to the strategic road and rail network*
- *Allocate developer funding to sustainable transport projects in the borough which improve the balance between different modes of transport*
- *Improve the walking and cycling links between Colchester North Station and the town centre through initiatives such as 'Fixing the Link'.*

Thriving

Objectives

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

Be recognised as a centre of learning with excellent schools and colleges and educational opportunities for young people to make the most of their potential.

Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could on our own.

Cultivate Colchester's green spaces and opportunities for health, wellbeing and the enjoyment of all.

Actions

- *Provide positive experiences for visitors and residents by promoting Colchester's key leisure, visitor attractions and events venues*
- *Support and help market a range of cultural festivals for local people and visitors*
- *Enhance Colchester's heritage attractions with initiatives such as integrating attractions, identifying trails around the town, and lighting the Roman walls*
- *Promote what Colchester has to offer to residents, visitors, and new businesses*
- *Establish an effective apprenticeship programme to provide career and learning opportunities for young people*
- *Work with the third sector to deliver Colchester's Environmental Sustainability Strategy*
- *Make the most of our parks and open spaces by managing them well and offering a range of activities and events.*

Welcoming

Objectives

Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity.

Improve the cleanliness and health of the place by supporting events that promote fun and wellbeing.

Create a business-friendly environment, encouraging business start-ups, support to small and medium-sized enterprise and offer development in the right locations.

Make Colchester confident about its own abilities, to compete with the best of the towns in the region to generate a sense of pride.

Actions

- *Work with partners to fund and deliver streetscape improvements to support economic vitality*
 - *Work with partners in the Safer Colchester Partnership to deliver support, promotion and regulation in order to make Colchester even safer and for it to feel safer.*
 - *Improve the information available to new residents*
 - *Improve street cleansing and enforcement in Colchester town centre, and in Stanway, Tiptree, West Mersea, and Wivenhoe*
 - *Work with health partners to contribute towards delivering effective outcomes for individuals and their families, with particular focus on prevention and intervention to improve health outcomes and to tackle health inequalities.*
 - *Lead and develop the Active Colchester Network to co-ordinate programmes and activities to increase participation*
 - *Work with Colchester Borough Homes, housing providers, private landlords, residents and partners to create cleaner, greener and safer communities*
 - *Enhance the offer from Colchester Business Enterprise Agency to deliver a 'one-stop-shop' for business start-ups and survival*
 - *Deliver the Creative Business Centre in the town centre to support fledgling businesses*
 - *Launch a new destination marketing campaign to raise Colchester's profile and to encourage pride in the borough.*
-

Report of	Monitoring Officer	Author	Andrew Weavers
Title	Local Government Ombudsman – Annual Review 2014/2015		282213
Wards affected	Not applicable		

This report request the Cabinet to note the Local Government Ombudsman's Annual Review for 2014/2015

1. Decision Required

- 1.1 To note the contents of the Local Government Ombudsman's Annual Review Letter for 2014/2015.

2. Reasons for Decision(s)

- 2.1 To inform the Cabinet of the number of complaints received by the Local Government Ombudsman in relation to Colchester during 2014/2015.

3. Alternative Options

- 3.1 No alternative options are presented.

4. Supporting Information

- 4.1 The Local Government Ombudsman issues an Annual Review Letter to each local authority. The Annual Review Letter for Colchester for the year ending 31 March 2015 is attached to this report at Appendix 1.
- 4.2 It is worth noting that anyone can choose to make a complaint to the Local Government Ombudsman. Accordingly, the number of complaints is not an indicator of performance or level of customer service. In most instances there was no case to answer. The Local Government Ombudsman will normally insist that the Council has the opportunity to resolve the complaint locally through its own complaints procedure before commencing its own investigation.
- 4.3 The Governance Committee has an overview of Local Government Ombudsman investigations and the contents of the Annual Review will be reported to the Committee in due course.

5. Key Headlines

- 5.1 There were no findings of maladministration against the Council and no formal reports were issued.
- 5.2 In 2014 /15 the Council received 219,000 customer contacts. The Local Government Ombudsman in the same period received 30 complaints and enquires in relation to how

the Council had dealt with its customers. This is an increase from the previous year's figure of 22.

5.3 The Local Government Ombudsman made 30 decisions. Of which:

- 19 were referred back for local resolution,
(Referred back to the Council to enable it to deal with the complaint via its own complaint procedures)
- 6 were closed after initial enquiries,
- 4 advice given,
- 1 upheld.
(The Local Government Ombudsman decided that the Council had been at fault in how it acted and the fault may or may not have caused injustice to the complainant, or where the Council accepted that it needed to remedy the complaint before the Local Government Ombudsman made a finding on fault).

5.4 The case that was upheld the Local Government Ombudsman found that the Council had delayed dealing with retrospective planning applications however this did not cause any injustice to the complainant as the Council had made it clear from the outset what the likely outcome of the applications would be.

6. Financial Considerations

6.1 No direct implications other than mentioned in this report.

7. Strategic Plan References

7.1 The lessons learnt from complaints to the Local Government Ombudsman link in with our Strategic Plan aims to be efficient accessible, customer focused and always looking to improve. Having an effective complaints process helps us to achieve the Strategic Plan's themes of a vibrant, prosperous, thriving and welcoming Borough.

8. Equality, Diversity and Human Rights Implications

8.1 No direct implications.

9. Publicity Considerations

9.1 Details of the Annual Review Letter are published on the Local Government Ombudsman's website and will also be published on the Council's website.

10. Consultation, Community Safety, Health and Safety and Risk Management Implications

10.1 No direct implications.

18 June 2015

By email

Mr Adrian Pritchard
Chief Executive
Colchester Borough Council

Dear Mr Pritchard

Annual Review Letter 2015

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2015. This year's statistics can be found in the table attached.

The data we have provided shows the complaints and enquiries we have recorded, along with the decisions we have made. We know that these numbers will not necessarily match the complaints data that your authority holds. For example, our numbers include people who we signpost back to the council but who may never contact you. I hope that this information, set alongside the data sets you hold about local complaints, will help you to assess your authority's performance.

We recognise that the total number of complaints will not, by itself, give a clear picture of how well those complaints are being responded to. Over the coming year we will be gathering more comprehensive information about the way complaints are being remedied so that in the future our annual letter focuses less on the total numbers and more on the outcomes of those complaints.

Supporting local scrutiny

One of the purposes of the annual letter to councils is to help ensure that learning from complaints informs scrutiny at the local level. Supporting local scrutiny is one of our key business plan objectives for this year and we will continue to work with elected members in all councils to help them understand how they can contribute to the complaints process.

We have recently worked in partnership with the Local Government Association to produce a workbook for councillors which explains how they can support local people with their complaints and identifies opportunities for using complaints data as part of their scrutiny tool kit. This can be found [here](#) and I would be grateful if you could encourage your elected members to make use of this helpful resource.

Last year we established a new Councillors Forum. This group, which meets three times a year, brings together councillors from across the political spectrum and from all types of local authorities. The aims of the Forum are to help us to better understand the needs of councillors when scrutinising local services and for members to act as champions for learning from complaints in their scrutiny roles. I value this direct engagement with elected members and believe it will further ensure LGO investigations have wider public value.

Encouraging effective local complaints handling

In November 2014, in partnership with the Parliamentary and Health Service Ombudsman and Healthwatch England, we published *'My Expectations'* a service standards framework document describing what good outcomes for people look like if complaints are handled well. Following extensive research with users of services, front line complaints handlers and other stakeholders, we have been able to articulate more clearly what people need and want when they raise a complaint.

This framework has been adopted by the Care Quality Commission and will be used as part of their inspection regime for both health and social care. Whilst they were written with those two sectors in mind, the principles of *'My Expectations'* are of relevance to all aspects of local authority complaints. We have shared them with link officers at a series of seminars earlier this year and would encourage chief executives and councillors to review their authority's approach to complaints against this user-led vision. A copy of the report can be found [here](#).

Future developments at LGO

My recent annual letters have highlighted the significant levels of change we have experienced at LGO over the last few years. Following the recent general election I expect further change.

Most significantly, the government published a review of public sector ombudsmen in March of this year. A copy of that report can be found [here](#). That review, along with a related consultation document, has proposed that a single ombudsman scheme should be created for all public services in England mirroring the position in the other nations of the United Kingdom. We are supportive of this proposal on the basis that it would provide the public with clearer routes to redress in an increasingly complex public service landscape. We will advise that such a scheme should recognise the unique roles and accountabilities of local authorities and should maintain the expertise and understanding of local government that exists at LGO. We will continue to work with government as they bring forward further proposals and would encourage local government to take a keen and active interest in this important area of reform in support of strong local accountability.

The Government has also recently consulted on a proposal to extend the jurisdiction of the LGO to some town and parish councils. We currently await the outcome of the consultation but we are pleased that the Government has recognised that there are some aspects of local service delivery that do not currently offer the public access to an independent ombudsman. We hope that these proposals will be the start of a wider debate about how we can all work together to ensure clear access to redress in an increasingly varied and complex system of local service delivery.

Yours sincerely



Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Local authority report – Colchester Borough Council

For the period ending – 31/03/2015

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local Authority	Adult Care Services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection	Highways and transport	Housing	Planning and development	Total
Colchester BC	0	7	2	0	3	3	4	11	30

Decisions made

	<u>Detailed investigations carried out</u>						
Local Authority	Upheld	Not Upheld	Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
Colchester BC	1	0	4	6	0	19	30

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say speakers

Date of Meeting	Details of Members of the Public	Subject Matter	Form of Response	Date Completed
8 July 2015	Mark Goacher	How the Council would take action to mitigate the impact of policies announced in the Budget Statement	Verbal response provided at the meeting by Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, Councillor Bourne, Portfolio Holder for Housing and Public Protection and Councillor Frame, Portfolio Holder for Planning and Economic Growth.	8 July 2015
15 July 2015	Joseph Rawlings, Colchester Equality	Economic Equality and the Living Wage	Verbal response provided at the meeting by Councillor Feltham, Portfolio Holder for Communities and Leisure Services	15 July 2015

(ii) Petitions

Date petition received	Lead Petitioner	Subject Matter	Form of Response	Date Completed
No valid petitions received				

