

# Policy Review and Development Panel

Grand Jury Room, Town Hall  
16 September 2013 at 6.00pm

The Policy Review Panel deals with reviewing policies and issues at the request of the Cabinet or Portfolio Holder, or pro-actively identifying issues that may require review; dealing with those issues either directly or by establishing Task and Finish Groups, monitoring progress of these Groups and assessing their final reports.

# 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](http://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](http://www.colchester.gov.uk)

## Audio Recording, 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 of meetings by members of the public is also permitted. The discreet use of phones, tablets, laptops and other such devices is permitted at all meetings of the Council, with the exception of 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. Councillors are permitted to use devices to receive messages and to access papers and information via the internet and viewing or participation in social media is at the discretion of the Chairman / Mayor presiding at the meeting who may choose to require all devices to be switched off at any time.

## 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 take it to Angel Court Council offices, High Street, Colchester or telephone (01206) 282222 or textphone 18001 followed by the full number that you wish to call and we will try to provide a reading service, translation or other formats you may need.

## 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.

Colchester Borough Council, Angel Court, High Street, Colchester  
telephone (01206) 282222 or textphone 18001 followed by the full number you wish  
to call

e-mail: [democratic.services@colchester.gov.uk](mailto:democratic.services@colchester.gov.uk)

[www.colchester.gov.uk](http://www.colchester.gov.uk)

# Terms of Reference

## Policy Review and Development Panel

- To review strategies and policies at the request of the Cabinet either directly or by establishing Task and Finish Groups, and to make recommendations back to Cabinet for decision.
- To review issues at the request of a Portfolio Holder either directly or by establishing Task and Finish Groups and to make recommendations back to the Portfolio Holder for decision.
- To monitor progress of Task and Finish Groups and assess their final reports prior to their submission to either the Cabinet or the Portfolio Holder.
- To proactively identify issues that may require review and improvement and to seek Cabinet's agreement as to whether and how they should be examined.

**COLCHESTER BOROUGH COUNCIL**  
**POLICY REVIEW AND DEVELOPMENT PANEL**  
**16 September 2013 at 6:00pm**

**Members**

Chairman : Councillor Julie Young.  
Deputy Chairman : Councillor Mark Cory.  
Councillors Mark Cable, Nigel Chapman, Barrie Cook,  
John Elliott, Colin Mudie and Lesley Scott-Boutell.

**Substitute Members** : All members of the Council who are not Cabinet members or members of this Panel.

**Agenda - Part A**

(open to the public including the media)

**Members of the public may wish to note that Agenda items 1 to 6 are normally brief and the last Agenda Item is a standard one for which there may be no business to consider.**

**Pages**

**1. Welcome and Announcements**

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

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

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

**2. Substitutions**

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

**3. Urgent Items**

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent and to give reasons for the urgency.

**4. Declarations of Interest**

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

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

## **5. 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.

## **6. Minutes**

To confirm as a correct record the minutes of the meeting held on 5 August 2013

**7. Demand Management and Behaviour Change 8 - 17**

See report by the Head of Customer Services

The following guests have accepted an invitation to present at the meeting to assist Councillors in their discussions:

- Elspeth Kirkman, Behavioural Insights Team, Cabinet Office
- Carol Adams, Department for Work and Pensions

**8. Economic Development Strategy 2010 - 2015 18 - 48**

See report by the Head of Commercial Services

**9. Waste and Recycling Task and Finish Group // Update 49 - 56**

See report by the Head of Operational Services

**10. Work Programme 2013 -14 57 - 59**

See report by the Assistant Chief Executive

**11. Exclusion of the public**

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

# POLICY REVIEW AND DEVELOPMENT PANEL

## 5 AUGUST 2013

*Present :-* Councillor Julie Young (Chairman)  
Councillor John Elliott (Deputy Mayor)  
Councillors Nigel Chapman, Barrie Cook, Mark Cory  
and Lesley Scott-Boutell

*Substitute Members :-* Councillor Sonia Lewis for Councillor Mark Cable  
Councillor Jo Hayes for Councillor Colin Mudie

### 7. Minutes

The minutes of the meetings held on 22 May and 17 June 2013 were confirmed as correct records.

### 8. Invited Guests

The Chairman welcomed five guests who had been invited to the meeting to assist the Panel members with their discussion on European Funding:

- Anita Cleary, Trustee, Hythe Community Centre
- Matthew Rowe, Director, firstsite
- Rebecca Bear, Programme Manager, Sustainabuild
- Tom Hodgson, Development Manager, Colchester and Ipswich Museum Service
- Clare Avery, Research and Business Partnerships Manager at the University of Essex

### 9. Delivering Community Benefits from EU Funding in Colchester

**Councillor Chapman (in respect of his Board Membership of Colchester Borough Homes) declared a non-pecuniary interest in this item pursuant to the provisions of Meetings General Procedure Rule 7(5).**

The Panel considered a report by the Head of Commercial Services reviewing the past achievements of the Council in relation to European funded projects, noting the future context and priorities around EU funding investment and inviting the Panel to make recommendations to Cabinet about how Colchester could continue and increase access to EU funding in the future.

Josie Worner, Regeneration Partnerships Officer, explained that, in the context of restricted public finances, the Council was continuing to look at how it would raise funding to deliver new jobs, business growth, infrastructure, and opportunities for the community. In addition the Government had asked Local Enterprise Partnerships (LEPs) to draft a European funding strategy by 1 Autumn 2013. For Colchester this role

was performed by the South East Local Enterprise Partnership (SELEP) which covered Essex, Kent and East Sussex. The strategy would determine the priorities for growth in the South East and set out a framework of projects that would be eligible for funding between 2015 and 2020. It would also link to the Strategic Economic Plans that LEPs were producing whilst setting the framework for how Government was likely to allocate its funding programmes, such as Growth Deals.

Josie went on to explain that, of the numerous European funding programmes, the Council had, to date, accessed Interreg and the East of England Competitiveness Programme. Interreg was managed by a secretariat on behalf of the European Commission and required development and delivery of projects working with partners in different countries within Europe. The Competitiveness Programme was managed at the UK level, and in the East was focused upon low-carbon growth.

In the future programme period (2015-2020), any source of European funding that the UK could access would need to be aligned to three priority themes:

- Strengthening research, technological development and innovation
- Enhancing the competitiveness of small and medium sized businesses
- Supporting low-carbon economy across all sectors

The agreed vehicle for Colchester to influence the SELEP funding strategy was by means of the Essex Integrated County Strategy which was being refreshed and enhanced in partnership with other Essex local authorities as an Essex position on its sector strengths, opportunities for growth driven by innovation and competitiveness, opportunities for enhanced partnership working with higher education and industry and project pipeline. The SELEP had been provisionally allocated £165m of funding to deliver growth between 2015 and 2020, £82.5m of which would be aligned to innovation, small and medium sized business competitiveness, ICT and low-carbon initiatives underpinning this. The remaining £82.5m would be allocated to employability and skills and social innovation.

Recent EU funded projects in Colchester included:

- Transcoast which had secured €466,425 and seen the delivery of improvements to public areas and access routes in the Hythe and community engagement, including supporting Hythe Forward and interpreting the history of the area;
- CURE (Creative Urban Renewal in Europe) which had secured €212,000 and enabled the development of the Creative Colchester Strategy, temporary use of empty buildings and spaces and the architectural plans, planning consent and operating model for a Creative Business Centre as well as €120,000 towards refurbishment costs;
- SustainaBuild which had secured £371,800 with match funding drawn from the capital programme and staff salaries for Colchester Borough Homes. The project enabled the low-carbon refurbishment of the Council's Worsnop House Sheltered Housing scheme;
- Norman Connections had secured £132,000 and would deliver interpretation of Colchester Castle as part of its major redevelopment;
- The Creative Business Centre application was expected to be submitted in

September 2013. The project would be led by the Council, in partnership with the University of Essex and firstsite. If successful, the Council would secure £750,000 of a £2m project budget to deliver phase 1 that would provide 20 creative studios, a programme of business incubation, training and support, and include an exemplar low-carbon building concept.

The Chairman invited each of the guests in turn to address the Panel on the issues from their organisation's perspective.

Rebecca Bear explained that the SustainaBuild Programme was based in the East and aimed to stimulate low carbon economic growth and to provide support to construction sector small, medium sized enterprises to up-skill, diversify and collaborate to deliver retrofitting work. The Programme included the low carbon retrofit of a hard to treat housing block in Colchester to showcase best practice in resident management, technology and project management. The Programme was managed by Climate Energy and delivered in partnership with Colchester Borough Homes. The £1.7m value of the initiative was made up of £930k of capital works and £770k of support, project management and delivery.

Anita Cleary outlined the aims of the Transcoast Project which was to create a new landmark for the Hythe which would attract visitors and provide a new public space for locals to enjoy. Various Steering Meetings had taken place involving a wide range of interested groups from the Borough Council, local residents, Arts Groups, local businesses, the University of Essex, Community Groups, local churches and history groups. From these meetings initial designs were formulated which evolved over time which would improve the area of Hythe Bridge for the community.

Matthew Rowe, Director, firstsite, explained how the Creative Urban Renewal in Europe (CURE) Project was being used in Colchester to spark cultural and creative innovation to assist in the renewal of the St Botolph's Quarter. The Council had undertaken master planning for the area leading to plans for the development of a cultural and creative quarter initiated by the development of firstsite. The objectives within CURE were to:

- Develop and enhance public spaces and buildings
- Create a hub of business and networking spaces for the creative sector
- Create an identity for the quarter
- Involve local artists, creative entrepreneurs and businesses, and a diverse range of people from the local community in the process of renewal
- Produce, implement and test an innovative business model for a thriving creative business centre

As part of the development it was intended to implement a range of short-term activities that would improve the look of the area, start to create a new identity for the spaces and buildings, promote the positive changes taking place, involve the community and creative enterprises, and create an exchange of ideas, products, art, design, music, and people in the area.

Matthew went on to explain that it was hoped that CURE would ultimately:

- Be an economic driver – creating new jobs, developing the skills economy and networking and supporting existing businesses
- Assist cultural expansion by creating a welcoming new quarter for younger people, students, workers, visitors, families and older people
- Drive regeneration through creation of new public spaces, refurbishment of buildings and bringing them back into use
- Increase Colchester's profile as a centre for the cultural and creative industries

Tom Hodgson explained that the Norman Connections concept, which had been aligned with the redevelopment of Colchester Castle, had enabled Colchester and Ipswich Museums to reinforce the cultural and historical links with other Norman sites in the UK and Europe. The Castle redevelopment was delivering a major community resource and visitor attraction with over 100,000 visitors per year expected, a large percentage of whom would be tourists.

Norman Connections was providing £261,000 of match funding for the £4.2m redevelopment, whilst allowing the museum staff to learn much more about how a Norman Castle would have functioned and the historical and architectural context of Colchester Castle in particular. Ultimately the project would help visitors understand how the Castle would have appeared and functioned in Norman times by means of traditional signage and images as well as the use of 3D virtual reality modelling which is being developed through the EU funded part of the project.

Clare Avery provided the panel with detailed information about the University and its contribution to the local economy. The University had been founded in 1964, with a current vision to be 'a globally competitive, research intensive, student-focused university that takes seriously its economic, social and cultural responsibilities to the eastern region, the UK and the world.'

The University was ranked ninth in the UK for the quality of its research and 20th for student satisfaction. There were currently over 12,000 students from 137 countries with over 2000 members of staff. Whilst the Knowledge Gateway has the capacity to support 2000 more high value jobs.

New developments would provide a £200m capital investment programme to improve the educational facilities across the Colchester, Southend and Loughton Campuses. Whilst the Knowledge Gateway and Big Data initiatives involved a wide range of subjects:

- Combining datasets e.g. health & social care
- Safe Data Storage and retrieval
- Analysis and Modelling of Financial Data
- Algorithm design and data mining
- Artificial Intelligence and machine learning
- Genomics and biomarkers
- Natural language processing
- Tele-healthcare

The University students had undertaken numerous projects which were of interest to:

- Financial Services
- Creative Sector (Data visualisation)
- Market Research/ Polling
- Consumer Behaviour
- Crime, Health & Social Care
- Pharmaceutical
- Government – UK and Local

Particular discussion from the Panel members was in relation to:

- Other initiatives that would prove sustainable to fit the low carbon model;
- The need for successfully funded initiatives to be both new and innovative in order to access funding streams;
- The potential for domestic sprinkler systems to be put forward as a potential next phase of works for Colchester Borough Homes;
- The potential to use successfully funded projects elsewhere to address other issues relating to similar building types or methods of construction;
- The invitation given to Transcoast to join a cluster project as a learning and exchange opportunity for other low carbon energy initiatives around ports;
- The need to find innovative solutions which would unlock funding to deliver improvements for local communities such as the long standing problem of odour in the Hythe area;
- The work undertaken to date to investigate the possibility of constructing a barrage to provide sufficient water for boats to use the river and the benefits of working with all influential interested groups in partnership to address the significant problems within a community;
- The need for the transformation of the Hythe area to be linked with practical work from the University such as data gathering as well as other potential opportunities from the innovative new businesses area;
- The mechanisms proposed to provide for businesses and the public to access and use the buildings and spaces in the creative quarter;
- Whether provision is made for successfully incubated businesses to enter into 'recoupment' opportunities (the process whereby investors have the opportunity to recoup their funds) in order to reinforce the current 85% survival rate;
- The importance of publicising the fact that a network of over 750 businesses were engaging with the creative quarter buildings, in addition to the 20 resident businesses actually in occupation currently;
- The links between the creative and business sectors brought about by the forthcoming launch of the Colchester Enterprise Hub, which was focussing on how businesses start up and the assistance of established businesses to mentor and 'give back' to newer businesses coming forward;
- The need for measures to be explored to provide for vacant premises, such as empty shops and spaces above shop units, for businesses to move to after their initial start-up period;
- The many examples of cultural connections that could be explored across the UK and Europe, such as the Stanway Burial sites;
- The importance of getting University students engaged with real world problems and the potential to link this with academic assistance in sourcing appropriate

funding opportunities

*RESOLVED* that –

- (i) All the guests be thanked for their valuable contributions to the meeting

*RECOMMENDED* to Cabinet that:-

- (i) The following issues be borne in mind when consideration is given to how to maximise the benefits from EU funding for Colchester in the future:
- Acknowledgement to be given to the significant work already undertaken by the Council and with very limited resources to secure EU funding streams for the benefit of the community;
  - The need for continued support to be given by the Council to the identification of EU funding streams in the future;
  - The need for continued support to be available for the local Small and Medium Sized Enterprise sector and the creative industries in Colchester;
  - Opportunities be sought to work collectively with the University of Essex and Anglian Water to secure appropriate funding streams and to deliver tangible solutions to local issues of concern such as the odour problem in the area of the Hythe;
  - Efforts be concentrated on securing as much support as possible for Colchester from the South East Local Enterprise Partnership, bearing in mind the extent of the geographical area that the SELEP covers and the need to align funding opportunities with the 2015-2020 three priority themes;
  - The need for greater awareness of the sources of funding from the EU to be generated within local communities;
  - The importance of finding projects which include elements of innovation and sustainability such as the domestic sprinkler example for Colchester Borough Homes to consider.

## **10. Work Programme 2013/14**

The Panel considered a report by the Assistant Chief Executive giving details of the preliminary scheduling of the business which had been accepted following suggestions by the Cabinet.

It was explained that the 20 mph Speed Limit Task and Finish Group Update would need to be deferred to the meeting in November 2013 in order to take account of meeting dates of the Local Highway Panel. Arrangements would, in turn, be made for an update from the Waste and Recycling Task and Finish Group to be submitted to the Panel's meeting in September 2013.

The Chairman referred to the topical issue of Fracking, the hydraulic fracturing of rock to release natural gas, and whether it would be possible for the Panel to receive a

report providing background information on the process and whether there were any associated implications for Colchester.

*RESOLVED* that –

- (i) The current situation regarding the Panel's work programme for the year be noted
- (ii) Cabinet be asked to consider the merits of a report being provided to a future meeting of the Panel giving details on the process of Fracking and its implications for Colchester.

16 September 2013

<b>Report of</b>	<b>Head of Customer Services</b>	<b>Author</b>	<b>Mandy Jones</b>
<b>Title</b>	<b>Demand Management and Behaviour Change</b>		
<b>Wards affected</b>	All wards		

**This report concerns the development of demand management and behaviour change approaches in the Council**

## 1. Decision(s) Required

- 1.1 To consider the issues in relation to demand management presented in this report and the background report (Appendix A) together with any further information presented to the panel by the guests invited to attend the meeting and make relevant recommendations to Cabinet.
- 1.2 To consider the behaviour change 'framework' and programme being developed details of which are outlined in the background report (Appendix A, section 8) and make relevant recommendations to Cabinet.

## 2. Reasons for Decision

- 2.1 The Local Government Association (LGA) documents that Councils are facing huge financial challenges in the years ahead with an estimated £14.4 billion shortfall in funding by 2019/20. There are also forecast to be increases in demand from our customers brought about by the recession and demographic changes.
- 2.1 Current work at a national level on influencing behaviour through demand management suggests that local authorities will need to employ behaviour change approaches if we are to meet this funding shortfall.

## 3. Supporting Information

- 3.1 'Demand management' involves managing the demand customers have for our services. This can be about reducing the contact we have with customers (for instance, by encouraging recycling or promoting self-serve) or, by stimulating demand in the use of services that generate income (in our leisure services, for example). 'Behaviour change' is part of demand management and involves using intelligent ways to change or influence customer behaviours. In addition, behaviour change can also be about encouraging and supporting customers to make better choices for themselves and their communities (for instance, by encouraging clean streets or healthy living, or enabling greater community involvement).
- 3.2 The background report at Appendix A provides a summary of demand management and behaviour change, outlining our involvement to date. Specifically it includes information on:
  - Why we need to manage customer demand (item 1, page 1)

- What we mean by 'demand management' and 'behaviour change' (item 2, page 1)
- Using 'customer insight' (item 3, page 1)
- Behaviour change and psychology (item 4, page 2)
- Measurement (item 5, page 2)
- Developing behaviour change projects (item 6, page 3)
- Organisational issues: Barriers and shifts needed (item 7, page 3)
- What we are doing to progress demand management and behaviour change (item 8, page 4).

#### **4. Invited guests**

4.1 The following guests have accepted an invitation to present at the meeting to assist Councillors in their discussions:

- Elspeth Kirkman, Behavioural Insights Team, Cabinet Office (Elsbeth will outline some of the theory behind 'behaviour change' summarised in Appendix A, with some results from the practical application of 'behavioural insight' to projects across the public sector).
- Carol Adams, Department for Work and Pensions (Carol is working with the Cabinet Office on a behaviour change project to help people back to work and will be presenting some of the findings).

#### **5. Strategic Plan References**

5.1 By encouraging and influencing positive change to customer behaviour the approach can be seen to support a number of Strategic Plan priorities, specifically:

- Promoting sustainability and reducing congestion
- Reducing, reusing and recycling our waste
- 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

#### **6. Background Papers**

6.1 Information for Councillors is contained within Appendix A: **Demand Management and Behaviour Change: Background paper for Policy Review and Development panel 16 September 2013**

## **APPENDIX A**

### **Demand Management and Behaviour Change:**

#### **Background paper for Policy Review and Development panel (16 September 2013)**

#### **1. Why we need to manage customer demand**

- 1.1 Councils are facing huge financial challenges in the years ahead with an estimated £14.4 billion shortfall in funding by 2019/20 and increasing customer demand brought about by the recession and demographic changes<sup>1</sup> Although authorities are exploring all methods to find savings including shared services, new approaches to commissioning and efficiency reviews, there is an increasing realisation that this will not be sufficient to bridge the funding gap the public sector now faces.
- 1.2 Evidence suggests that managing customer demand is crucial if we are to meet the shortfall. Focus on demand management and changing customer behaviour is taking place both nationally and locally. For instance, the latest Local Government Association (LGA) conference (July 2013) was focussed on managing customer demand; the LGA are also developing a programme to promote and support demand management. The Cabinet Office Behavioural Insights team are working with the public sector to apply the theory of 'behavioural science' or 'behaviour change' to policy design and delivery and to encourage and support people to make better choices for themselves (see item 8.4.1 for our work with the Cabinet Office below). In addition, a growing number of local authorities across the country are making demand management a priority.

#### **2. What we mean by 'demand management' and 'behaviour change'**

- 2.1 'Demand management' involves managing the demand customers have for our services. This can be about reducing the contact we have with customers (for instance, by encouraging recycling or promoting self-serve) or, by stimulating demand in the use of services that generate income (in our leisure services, for example). 'Behaviour change' is part of demand management and involves using intelligent ways to change or influence customer behaviours. In addition, behaviour change can also be about encouraging and supporting customers to make better choices for themselves and their communities (for instance, by encouraging clean streets or healthy living or enabling greater community involvement).

#### **3. Using 'customer insight'**

- 3.1 However we aim to influence behaviour there is a consensus that we need to understand the circumstances and behaviours that drive customer demand. This involves using insight and feedback from our customers to guide the way we provide services.

---

<sup>1</sup> LGA projections based on DCLG outturn data, July 2013 (details at [www.local.gov.uk/finance](http://www.local.gov.uk/finance))

3.2 Over the past five years we have developed customer insight in the Council and are regarded as an example of good practice in this area by the LGA and the Cabinet Office. We now need to apply this insight to how we influence customer behaviour to drive demand. Many successful ‘demand management’ projects identified by the LGA have begun with investigation of the needs of a particular group, for instance vulnerable older adults and looking at their needs as a whole, rather than concentrating on the problem presenting itself to the service. In this way demand management approaches are ‘customer led’.

#### 4. Behaviour change and psychology

4.1 Whilst we have undertaken many projects in the past that have influenced customer demand, new developments in understanding customer behaviours has enabled us to become more structured in our approach to interventions that attempt to influence behaviour, especially in relation to communications.

4.2 The Cabinet Office paper on behaviour change: *MINDSPACE: Influencing behaviour through public policy*<sup>2</sup> provides us with guidance on what to consider when attempting to influence customer behaviour. This is presented as a set of considerations for use when initiating a project. A very brief summary of these proven effects on behaviour is included in the table below.

<b>Messenger</b>	We are heavily influenced by who communicates information and are affected by the feelings that we have already towards that ‘messenger’ (for instance, young people tend to listen to their peers in relation to drugs and alcohol).
<b>Incentives</b>	We often respond to incentives in predictable ways. Examples include, reacting more strongly to losses than gains and tending to exaggerate probabilities (for instance, we overestimate our chance of winning the lottery).
<b>Norms</b>	We are strongly influenced by what others do (for instance, if our neighbours recycle we are more likely to)
<b>Defaults</b>	We ‘go with the flow’ of options we have already decided and that are ‘automatic’ or habits (for instance, if we have developed an exercise routine we are more likely to stick to it).
<b>Saliency</b>	Our attention is drawn to what is novel and seems relevant to us (for instance, we favour humorous messages that appeal to our age group and context).
<b>Priming</b>	Our acts are often influenced by things that are sub-conscious such as smells or memories (for instance, the smell of bread in a supermarket can make us feel hungry).
<b>Affect</b>	Our emotions shape our actions: positive interactions with people often lead to positive behaviours (for instance, good engagement can mean people are more likely to become involved in community activity)
<b>Commitments</b>	We seek to be consistent with our public promises and reciprocate (for instance, if our neighbours do us a favour we are more likely to return that favour)
<b>Ego</b>	We act in ways that make us feel better about ourselves: when things go well in life we tend to attribute it to ourselves, if they go badly we tend to attribute it to other people.

4.3 The table above is only a very brief summary of what to consider when initiating a project, for the purposes of this paper, and there is a recognition that every person will vary how the

<sup>2</sup> MINDSPACE: Influencing behaviour through public policy, Cabinet Office/Institute for Government (2010)

effects influence their behaviour to an extent. When planning a project a significant amount of work needs to go into understanding the specifics of the customer group and learning how these effects could apply.

## 5. Measurement

5.1 As well as the use of customer insight and the application of the above theories, a specific change from previous attempts to influence customer behaviours is the use of measurement and evaluation at the project planning stage. This involves the development of robust indicators and monitoring throughout a project with a rigorous and scientific evaluation at the end. This can involve the use of 'control groups' where only one group of customers are given the intervention and another receives the usual service. At the end of a given 'test' period, the success (or not) of the intervention is measured and the intervention adapted according to the learning. More information about this approach can be found in the Cabinet Office paper 'Test, Learn, Adapt'<sup>3</sup>

## 6. Developing behaviour change projects

6.1 The types of interventions where behaviour change can be employed can be categorised in the following ways:

- 'In-service' behaviour change work (specific interventions to encourage recycling or litter management through communications, for example)
- Early intervention or prevention work (for instance in homelessness and health through small 'nudges' or attempt to alter behaviour)
- More intensive work with communities to enable them to help themselves (for instance, community development and capacity building or work with families with complex needs).

6.3 In relation to developing project from the first two categories above, the Cabinet Office and DEFRA have developed a formula for undertaking projects which is systematic, ensuring rigour and enabling us to measure the success of our projects. This is called the six 'E's' of behaviour change:

**Explore:** Undertake customer insight at the beginning of a project or programme to ensure customer's needs and opinions are taken into account

**Enable:** Look at the design of the service itself or the infrastructure and facilities are being provided and scrutinise how easy it is for the customer to access.

**Encourage:** Use legislation, regulation, incentives and information to encourage customers to change their behaviour

**Engage:** Engage customers in conversations about provision and suggestions for change.

**Exemplify:** Lead by example ensuring consistency in policies (so one policy designed to change demand doesn't negatively impact on another).

**Evaluate:** Ensure that robust measurement frameworks are built into the project from the very beginning, so success can be evaluated throughout and at the end of the intervention.

## 7. Organisational issues: Barriers and shifts needed

7.1 Research suggests that barriers to behaviour change work in local authorities include a lack of awareness and the capacity to understand the demands and motivations of customers. Consequently, there is a lack of appreciation and scepticism of its benefits. The capability of

---

<sup>3</sup> Goldacre, B *Test, Learn, Adapt: Developing Public Policy with randomised control trials* (Cabinet Office, 2010).

organisations is also cited – in a recent survey only 31% of senior executives in local government in 2011 felt that they could tailor provision to demand<sup>4</sup>.

- 7.2 The guidance emphasises that behaviour change needs to become part of the way we do business and not seen as an ‘add-on’. Specifically the organisational shifts outlined involve:
- Establishing the conditions for behaviour change through culture, leadership and trust from senior management level and down. Awareness raising and a self help ethos need to be fostered in customers through engagement as well as a commitment to fully involve customers where possible.
  - Prioritising behaviour change programmes to move to the mainstream through a range of developments. Programmes should have their own focus and should include:
    - Awareness raising about the benefits of behaviour change and training on customer insight and behaviour change practice
    - Protocols for customer insight
    - Assigning leadership of the programme to a council officer
    - Establishing a research capacity
    - Bringing communications and service delivery close together<sup>5</sup>

## **8. What we are doing to progress demand management and behaviour change**

8.1 To address the concerns above and foster demand management through behaviour change we have developed a framework for implementation and are currently building a programme of work. We have also undertaken engagement on the approach throughout the organisation with officer’s briefings and training and a recent Members development session.

8.2 Leadership for the approach is in the form of the Behaviour Change strategic group led by Ian Vipond, Executive Director and supported by Cheryl Pashley the UCCFSR Behaviour Change Co-ordinator. This group oversees both the framework and the work programme (see items 8.3 and 8.4 below).

### **8.3 *Behaviour Change framework and ‘champions’***

As we have limited resources to implement this change, the Behaviour Change Co-ordinator is an enabling role, supporting and encouraging officers throughout the organisation to undertake projects. The framework gives officers the tools and support to undertake a project, including a set of managed governance protocols. Project outcomes are also evaluated and reported to senior management. Support includes helping staff with research and customer insight, analysis of customer data and the development of success measures and monitoring and evaluation processes. We have also developed a site on the HUB for guidance documents, toolkits and project examples at

<http://hub.colchester.gov.uk/article/7172/Behaviour-Change>

Officers throughout the organisation have been identified as behaviour change ‘champions’ and are being trained in the techniques and practices. A quarterly Customer Insight and Behaviour Change forum is held to discuss issues and align projects and initiatives.

---

<sup>4</sup> MINDSPACE: Influencing behaviour through public policy, Cabinet Office/Institute for Government (2010)

<sup>5</sup> Keohane, N, 2011

8.4 In addition to the development of the framework, there are currently three large scale projects being undertaken which are detailed below.

#### 8.4.1 Food waste incentivisation project (DEFRA funding, Cabinet Office involvement)

##### Aims of project

The aim of this project is to decrease residual household waste and increase recycling behaviours.

##### Customer insight

Food waste trial households were selected based on their similarity to the demographic make-up of the borough (we profiled them using Mosaic)<sup>6</sup>. In order to select the trial groups, we used a random sample, and then identified from Mosaic how people were likely to prefer information. A pre and a post trial survey is also gathering insight about people's waste and recycling habits and attitudes to determine the effect of the trial.

##### Interventions (February 2013 to August 2013)

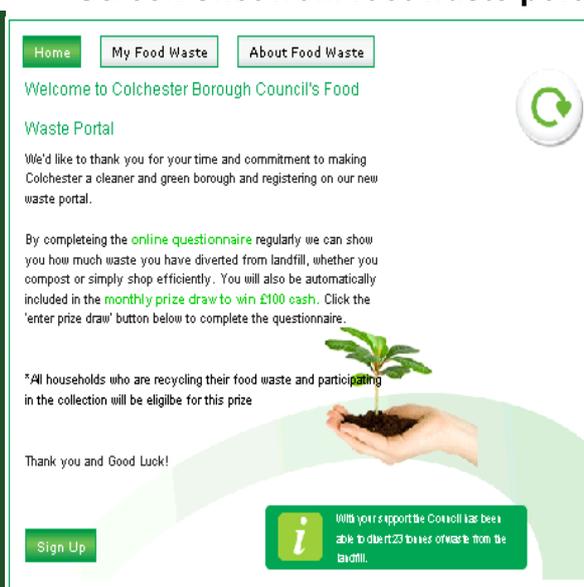
7,100 of the existing food waste households were split into three groups of equal numbers and profile, and the following interventions applied:

- Group 1: Access to online Portal (with £100 monthly incentivisation) and no changes to design of food waste caddy. The portal includes monthly prize draw, lots of ways of measuring your waste and games to incentivise people. (see below).
- Group 2: Changes to the design of the food waste caddy (with messaging and instructions to see how simple 'nudges' can change behaviours (see below). This was co-designed with the Cabinet Office.
- Group 3: This group will receive no intervention with a food waste collection only (control group).

##### Food waste caddy sticker



##### Screen-shot from foot waste portal



<sup>6</sup> Mosaic is a tool that allows us to segment the population into types of people with similar characteristics. There are 69 Mosaic types in the borough.

## Measurement and evaluation

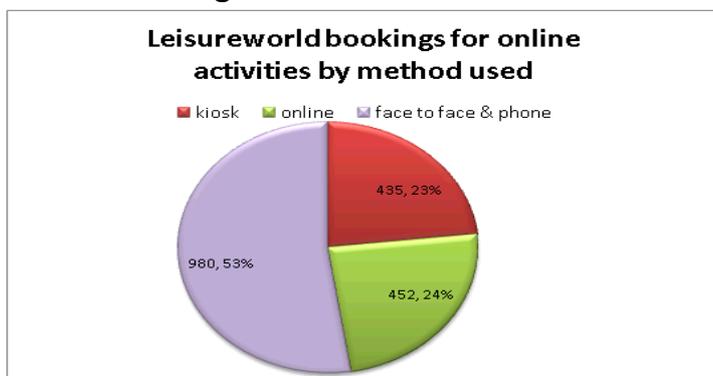
Measurement consists of a statistically robust sample of 1,500 households' having their waste weighed every other week (black bag, food waste caddy and recycling weight). Measurement will be held pre-trial to give a benchmark. Evaluation will take place in September (the results from DEFRA will be in a good practice document). Results from the pre and post trial recycling attitudes survey will also measure success.

### 8.4.2 Leisureworld behaviour change - encouraging self serve

#### Aims of project

The aim of this project is to encourage the use of self serve and online booking by Leisure World customers.

#### Customer Insight



As shown in the chart on the left, in the first two months of data collection, 53% of bookings were made face to face and over the phone (requiring advisor time), 23% of bookings were made through the kiosk and 24% of bookings were made online.

Throughout the project we will be able to measure how this changes against each of the interventions (listed below).

#### Interventions (September 2013 to March 2014)

##### *Face to Face intervention (enabling self serve) (from September 2013)*

Two members of the business development team will be delivering a face to face intervention. This is likely to include:

- intercepting people as soon as they come in the door and asking them if they can set them up for self serve and support them to book;
- at peak and busy times advisors will talk to people at the back of the queue and challenge them that taking them through self-serve will be quicker than it takes the person in front to get served at the counter.

For both of these options it will be important to:

- guide the customer, not do it for them. This involves enabling them to use the PC themselves so that they are comfortable doing it in future;
- record the membership number of those who take up the offer, so we know where the impact is;
- record membership number and details of those who refuse so we know who are harder to shift (ideally).

##### *Incentivisation*

A sample of the members using face to face or phone booking will be contacted (leaving some as a control group to measure) with a promotion stating that if they sign up and make a booking in September and October, they will be entered into a prize draw (likely to be for 3 months free membership). The offer will be available to all new signups, but only advertised on the Leisure World web pages.

## Measurement and evaluation

Because the staff restructure has already allowed for a certain element of self serve without this intervention, it may be that an impact of this shift is that staff can be redeployed to other duties as booking face to face and over the phone decreases, which could lead to an increase in satisfaction rather than a financial saving. The customer satisfaction survey will measure service satisfaction pre and post intervention to compare the impact of the intervention. This will be undertaken in September 2013 and again in March 2014.

The staff feedback survey will allow CBC staff to discuss any issues they have had with the new booking methods, and identify possible barriers to customers using self serve and online booking methods. This will be circulated late August and responses fed into the project.

In addition, as staff may move on to selling membership or other services there could also be an increase in revenue. This will be monitored and evaluated.

### 8.4.3. Local Council Tax Support (LCTS) – changing payment behaviours

#### Aims of project

To encourage payment of council tax by working age customers who have not previously had to pay or have to pay more.

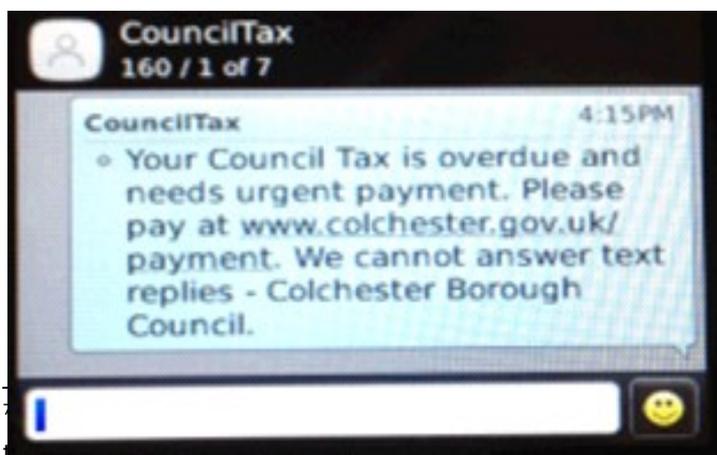
#### Customer insight

Customer data and Mosaic<sup>7</sup> was used to divide all 7,500 customers affected by LCTS into groups, for instance those who couldn't pay, those who could, but were reluctant etc, and the plan for interventions was targeted according to these groups and their particular characteristics and circumstances.

#### Interventions June 2013 to March 2014 (with analysis/project changes December 2013)

Interventions are ongoing and planned till April 2014, but here are some examples:

- 100 customers most affected and least likely to pay (under-occupation and LCTS) were contacted via direct phone call in June, to give payment advice and discuss setting up arrangements.
- Those not paying have been split into three groups, one third being sent a reminder letter with a phone call offering advice, telling them consequences etc, one third sent reminder letter and a text with (this has been shown to be very effective in other trials). The remaining third who are sent the reminder only will act as a control group.



Text messages were sent to 500 customers (August). The impact on payment will be monitored and compared to the call group and control group. The cost to send all these text

messages to groups of people with similar characteristics. There are 69 Mosaic

was only £25 (so far results have been promising).

Mobile phone numbers stored are not always accurate (only 53% of customer received the texts). If the intervention works, we will encourage better collection of mobile phone numbers across the Council.

- Half of a group to whom the new under-occupation rules also applies will be given peer to peer money advice (involving local YMCA). The other half will be a control group.
- The team are conducting telephone interventions to explain the recovery process, so that customers they are aware of the costs involved with getting a summons and liability order, to prevent enforcement action being taken and secure a payment arrangement. Data analysis provides details of customers who are near to formal enforcement action.
- A phone call is being made to the 'phone advice' group offering a waiver of the £35 court costs if they set up a payment then and there.
- Community engagement and outreach events are to be targeted at vulnerable groups, for instance housing association properties accommodating vulnerable adults and events are also being held in areas of high relative deprivation.

#### **Measurement and evaluation**

- From May to June the team had made 805 customer contacts including 73 face to face appointments.
- In the August court summons group, 63 customers had a payment arrangement, which as long as they don't default means the recovery process has stopped. 56 of these were contacted directly by the LCTS team.
- There was a 9.4% reduction in the amount of non-payers of Council Tax between June and July 2013.

#### ***8.4.4. Supporting customer journeys and UCC FSR channel shift***

Elements of the customer journey and channel shift work will benefit from behavioural insights work, with the analysis of customer data and insight and the trialling of methods to increase customer uptake of self-serve. As this is a large part of UCCFSR work, we are working alongside the Customer Journey UCC FSR theme to support and offer a behaviour change angle on this work. The aim is to encourage self serve at the same time as keeping customer satisfaction high, whilst we change the way customers access our services.

#### ***8.4.5. Intensive work involving behaviour change***

Intensive work to prevent customer demand and lower contact and community based work involving behaviour change is already taking place across the Council. The Behaviour Change strategic group will be working with staff already undertaking these types of projects to use our behaviour change approach, involving the application of customer and behavioural insights and measurement frameworks to record the results of interventions. For instance, work with the LIFE team (families with complex needs) is taking place to measure the success of the intervention. Another project will involve training and enabling a local community group to offer basic advice and referrals to homeless people (community triage) with the aim of reducing face to face customer demand at the Council. The project is currently being scoped, but measurement is likely to involve recording the impact of advice that has been given through case analysis and interviews and the results of referrals that have been made, as well as measuring the impact on the demand for advice for homeless people in the Council.



## Policy Review and Development Panel

Item

8

16 September 2013

Report of	Head of Commercial Services	Author	Nigel Myers ☎ 282878
Title	Economic Development Strategy 2010 - 2015		
Wards affected	All Wards		

**This report concerns the Economic Development Strategy 2010 to 2015**

### 1. Action Required

- 1.1 To review the Council's Economic Development Strategy 2010 to 2015 in **Appendix One** and the corresponding Delivery Plan in **Appendix Two**. This review will help inform and shape the Council's future delivery of the Strategy and the proposed strategic refresh outlined in **Appendix Three**.
- 1.2 To make recommendations to Cabinet in support of a proposed refresh of the Council's Economic Development Strategy 2010 to 2015.

### 2. Reasons for Action

- 2.1 The Council adopted the Economic Development Strategy in 2010 in recognition of the need and responsibility to provide an overarching vision and framework of action for economic development 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 in the Borough. Also this omission may not meet the Council's responsibilities to promote and improve economic well being under the Local Government Act 2000.

### 4. The Strategic Context

- 4.1 The primary role of the Economic Development Strategy is to set out a framework to steer the activities of the Council and partner organisations 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 The Council's Strategic Plan 2012 to 2015 identifies a number of priority areas which are strongly aligned to the Economic Development Strategy. Both strategies emphasize the critical importance of improving opportunities for local businesses to thrive, giving local people the opportunity to improve their skills, supporting priority sectors such as tourism, bringing investment to the borough and creating employment from regeneration.
- 4.3 Whilst the lifetime of the strategy extends to 2015 it is recognised that there is now a need to align the Colchester strategy with the Essex County Council Economic Growth Strategy (September 2012) and with the emerging South East Strategic Economic Plan from the South East Local Enterprise Partnership. The latter in particular will be

instrumental in securing funding to enable economic growth locally and regionally. **Appendix Three** 'Outline of proposed Colchester Economic Growth Strategy 2014 – 2017 provides some of the indicative headlines of a refreshed strategy for a wider consultation in early 2014.

## **5. The Colchester Economy**

- 5.1 Colchester is a diverse and growing Borough with a resilient and buoyant economy. Colchester is recognised as a successful place with the drive and the tenacity to deliver an ambitious growth programme. Colchester will continue to consolidate its position as a regional centre spearheading sustainable economic growth within the Borough and its wider catchment area.
- 5.2 The Colchester economy is worth in the order of £17.2 billion. The key employment sectors are manufacturing, construction, retail, IT and business services, tourism and public administration, health and education. Emerging employment sectors are environmental industries, financial services and creative industries. One in six businesses in the Borough is a creative company in activities ranging from architecture, software, publishing through to artistic creation and media.
- 5.3 Colchester has over 20,000 businesses the majority of which are micro businesses with <10 employees and small to medium enterprise size with <200 employees. Figures from Duport a leading UK company formation agent indicate that the rate of new business creation exceeded 700 in the last 6 months of 2012. This rate continues the record setting trend seen in the first half of 2012.
- 5.4 The UK CACI 2012 Retail Dimensions Survey classified Colchester as a Primary Retail Centre. It is ranked as one of the top 50 retail centres in the UK with an annual retail expenditure of £440m. The 2012 Javelin Group published a report documenting the town centres deemed as the 'most robust' and those most 'at risk'. Colchester was included as one of the most robust retail destinations in the UK. The data accords with the evidence showing Colchester as an investment hotspot.
- 5.5 In Colchester 100,300 people are economically active, this represents 77.4% of the working age population a lower higher figure than the East of England (79.9%) and slightly higher than the UK (77.1%). The unemployment rate in Colchester is 6.6% (6,500). This figure is marginally lower than the East of England (6.6%) and lower than the UK (7.8%).
- 5.6 Whilst recognising the inherent strengths and resilience of the local economy outlined in 5.1 the borough continues to face some significant economic challenges in the lifetime of the current strategy. These challenges include the level of unemployment identified in 5.5, the effects of reduction in public sector spending given the relatively high level (31%) of public sector jobs in the borough and the relatively high level of young people aged 16 to 19 who are not in education, employment or training (5.0% of the cohort – 272 young people).

## **6. Understanding the Local Economy**

- 6.1 A strong evidence base is vital to understanding what drives the local economy and in informing the strategies and interventions necessary to build and sustain a strong and resilient local economy.
- 6.2 Colchester currently collects and analyses data and understands the strengths and weaknesses of the local economy. It compares its performance with its neighbours and

other parts of the region and nation. Business information including surveys, sectoral performance, land and building studies and company reports are factored into the overall analysis of economic performance.

- 6.3 A comparative analysis of key economic indicators undertaken by 'Centre for Cities' in July 2010 concluded that if Colchester was included in England's list of 56 cities it would rank as one of the country's most buoyant economies alongside Cambridge, Reading, Oxford and Brighton.
- 6.4 The Colchester Quarterly Economic Report publishes and disseminates the key data and commentary on the economic performance of the borough. The report aims to give a better understanding of the Borough's economic makeup in comparison to national and local trends. It also seeks to inform policy-making through providing an objective understanding of Colchester's communities of interest and geography. The latest report can be accessed using the following link:

[www.colchester.gov.uk](http://www.colchester.gov.uk) > Business > Research & Statistics > Colchester Statistics > Quarterly Economic Report

## **7. Business Engagement, Partnership and Leadership**

- 7.1 Engaging with the local business community is recognised as being fundamentally important for the development of local government services. The process of consulting with business owners and business representatives benefits both the Council and its constituents. Engagement has been shown to increase trust in the Council. It also ensures that Colchester specific needs are understood and more likely to be addressed and that a wider range of views are heard. It has also led to businesses and community groups taking ownership of local initiatives such as the Colchester Christmas Group and Colchester in Bloom.
- 7.2 The level and quality of business engagement improved significantly in Colchester during the lifetime of the strategy. There are now structures in place to regularly consult and collaborate with all the key business organisations in the borough on local business initiatives.
- 7.3 In addition to working with the local business community Colchester will continue to work in partnership with public and third sector partners at the appropriate geographic level to plan, co-ordinate and deliver economic development. Existing partnership working arrangements with entities such as Invest Essex, East of England Energy Group and Visit Essex are being developed for the benefit of Colchester.

## **8. Economic Development Strategy Delivery Plan**

- 8.1 The following economic drivers are used to inform the key interventions undertaken by Colchester Borough Council and its partners to fulfil the role and purpose of the strategy outlined in 4.1.
  - Improving Business Performance
  - Supporting Priority Sectors
  - Raising Skills and Reducing Worklessness
  - Maximising Connectivity
  - Enhancing Quality of Life
  - Stimulating Investment

8.2 The Delivery Plan contains in addition to the 6 economic drivers above a total of 25 priorities and 54 target outcomes to be achieved by 2015. This Delivery Plan sets ambitious and challenging outcome targets across all the priority areas. The overall Red, Amber, Green (RAG) performance for the Delivery Plan to September 2013 is shown in Appendix Two. The summary of RAG performance to date is shown below:

Traffic Lights	Number of target outcomes	Percentage (%)
Green Has achieved the target outcome or is on track to achieve the target outcome by March 2015	42	78%
Amber Progress made but is uncertain as to whether the full target outcome will be achieved by March 2015	11	20%
Red Some or no progress made Will not achieve the target outcome by March 2015	1	2%

8.3 The following highlights are indicative of what the current Economic Development Strategy has achieved for the borough:

- Directly assisted over 900 businesses to access a range of advice, support and funding
- Established 'Colchester Works' bringing together over 40 organisations such as Job Centre Plus and Essex County Council to address employability and skills issues in the borough – successes include securing funding for 'Finding Futures' an initiative which has helped reduce the numbers of young people not in education, employment or training
- Secured the 'Purple Flag' national accreditation for the excellence of Colchester's hospitality and night time entertainment
- Established the Colchester Enterprise Hub (1<sup>st</sup> cohort October 2013) to encourage and support greater entrepreneurship and business creation
- Increased the number of inward investment enquiries creating 50 jobs, retaining 80 jobs with 200+ further jobs in the pipeline
- Digital Strategy (the 1st in Essex) has been instrumental in bringing forward £8m of investment in fibre infrastructure by 2.5 years
- Contract signed recently with Arqiva will deliver high speed mobile broadband coverage in the town centre in Autumn 2013
- Worked with the Colchester Christmas Group to deliver improved Christmas lights and promotional activities to drive footfall and expenditure
- Facilitated the establishment of 'The Walls' business group – an independent retailer led initiative to improve the Colchester shopping experience
- Colchester Business Directory has helped local companies to secure contracts with a value of over £3.9m

- The award winning Visitor Information Centre and website ‘Visit Colchester’ helping to increase annual tourism expenditure to £240m and visitor numbers to 4.6m

## **9. Strategic Plan References**

9.1 The Council’s Strategic Plan 2012 to 2015 identifies a number of priority areas which are strongly aligned to the Economic Development Strategy. Both strategies emphasize the critical importance of improving opportunities for local businesses to thrive, giving local people the opportunities to improve their skills, supporting priority sectors such as tourism, bringing investment to the borough and creating employment from regeneration.

## **10. Consultation**

10.1 Key partners from the business community and the third sector were consulted for their views in the preparation of the strategy documents.

## **11. Publicity Considerations**

11.1 As with the current strategy a communication plan is in place to maximise the positive publicity for the delivery of projects related to this strategy.

## **12. Financial Implications**

12.1 There are no financial implications for the Council over and above the approved budgets which include external funding streams.

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

13.1 All businesses, partner organisations, grant recipients and other customers are treated equally and fairly. An Equality Impact Assessment for the current strategy has been completed and is available on the Hub by following this link:  
<http://www.colchester.gov.uk/CHttpHandler.ashx?id=3734&p=0>

13.2 There are no specific human rights implications.

## **14. Community Safety Implications**

14.1 There are no specific community safety implications.

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

15.1 There are no specific Health and Safety implications.

## **16. Risk Management Implications**

16.1 There are no specific Risk Management implications.

## **Background Papers**

**Appendix One:** Colchester Economic Development Strategy 2010 to 2015

**Appendix Two:** Colchester Economic Development Strategy Delivery Plan 2010 to 2015

**Appendix Three:** Outline of proposed Colchester Economic Growth Strategy 2014 to 2017



Appendix One:

# **Colchester Economic Development Strategy 2010 to 2015**

# **Contents**

## **Where is Colchester today?**

1. Overview
2. Vision for Colchester
3. The strategic context
4. Role of the Economic Strategy
5. Structure of the Economic Strategy

## **Where does Colchester want to be?**

6. What makes a place successful in economic terms and how does Colchester compare?
7. Identifying the major economic trends likely to impact upon Colchester 2010 to 2015
8. Building a resilient economy
9. Understanding the local economy
10. Business engagement, partnership and leadership
11. Key drivers of the local economy
12. Measurement, Monitoring and Evaluation

## **How does Colchester get there?**

Economic Development Strategy Delivery Plan 2010 to 2015

## Where is Colchester today?

### 1. Overview

- 1.1 Colchester is a diverse and growing Borough with a resilient economy and a buoyant town centre. Colchester is recognised as a successful place with the drive and the tenacity to deliver an ambitious growth programme. The next five years to 2015 represent an unparalleled opportunity to consolidate on success and firmly position Colchester as a regional centre spearheading sustainable economic growth within the Borough and its wider catchment area.
- 1.2 Colchester is the largest district in Essex County accounting for 13% of the Essex population. The population of Colchester is expected to grow by 23.9% to 215,900 by 2021. This is an increase of 41,600 people over a 15 year period. This is the largest population growth in Essex County by 8.3%.
- 1.3 The Borough of Colchester lies in a key gateway location between the UK and Europe, with access to Europe via the nearby Ports of Harwich and Felixstowe to the east and Stansted Airport to the west. Colchester is centrally located within this area, the Haven Gateway sub-region and is identified as a “key centre for development and change” within the Borough’s Local Development Framework. Colchester shares its vision with the Haven Gateway Partnership to have “a high quality environment for its residents, workers and visitors by capitalising on its location as a key gateway, realising its potential for significant sustainable growth, addressing its needs for economic regeneration, creating an additional focus for growth of hi-tech, knowledge based employment”.
- 1.4 Colchester continues to play a leading role in Regional Cities East – a strategic network of six key expanding towns and cities. This partnership which also includes Ipswich, Peterborough, Luton, Southend and Norwich – is working together to overcome shared challenges in improving infrastructure, place marketing, enterprise activity, skill and employment levels.
- 1.5 Colchester has a proud manufacturing heritage. In common with many other UK towns employment has moved increasingly towards to the service sector. Colchester has a solid bedrock of public sector employers such as the Garrison and the University of Essex together with an impressive array of SMEs (Small and Medium Sized Enterprises). Creating and retaining more businesses will be crucial to the economic health of the Borough particularly during a period of anticipated contraction in the public sector.
- 1.6 Whilst economic growth has benefited the majority of residents and unemployment remains below the UK average there are still significant pockets of deprivation in both the urban and rural areas. This Strategy in conjunction with other Council and partner plans intends to address and alleviate this variation in prosperity.

### 2. Vision for Colchester

#### 2.1 The Council's vision for Colchester is:

‘Colchester – a place where people want to live, work and visit’

#### 2.2 The Council has three corporate objectives:

- to listen and respond
- to shift resources to meet priorities
- to be cleaner and greener

- 2.3 Of the council's nine priorities for action the most pertinent to this strategy is enabling job creation.
- 2.4 The Local Strategic Partnership 2020 has identified five priority areas of which the following two are strongly linked to this Strategy:
- promoting business, creating employment opportunities, and improving education and skills attainment
  - making Colchester an outstanding visitor destination and celebrating its heritage, culture and leisure activities

### 3. The Strategic Context

- 3.1 The Economic Strategy forms a key part of the integrated strategic approach spearheaded by the Strategic Policy and Regeneration Service. This brings together the key strategies and delivery plans for economic development with those for housing, transport, the renaissance programme and spatial planning. Providing jobs for Colchester's growing community is a central objective of the Core Strategy that sets out the overall direction for the Local Development Framework that will guide spatial planning and steer future development and investment in Colchester up to 2021. The adopted target of 14,200 jobs based on the floor target in The East of England Plan falls principally within the remit of this Strategy; currently the Council is on track to achieve this target.
- 3.2 At a much wider level the Strategy exists in a policy context which flows down from the European Union and National Government policies on employment, business support, innovation, skills and learning and investment, through to County, sub-regional and local Borough levels. The challenge for Colchester is to ensure that the Borough receives sufficient funding and resources at the right time to meet its own needs and aspirations.
- 3.3 It is recognised that the recent publication of the White Paper 'Local growth: realising every place's potential' and the forthcoming Localism Bill is likely to significantly impact on future local economic conditions. This strategy and its delivery will adapt and flex to the new conditions ensuring Colchester benefits from new opportunities and initiatives arising from this and other new legislation

### 4. Role of the Economic Strategy

- 4.1 The overarching purpose of this document is to articulate a strategy for enhancing sustainable economic growth and for building a resilient economy. The strategy is based on a robust evidence base which will be used to inform economic interventions, including spatial prioritisation of investments.
- 4.2 The Economic Strategy seeks to set out a shared vision and framework to steer the interventions of the Council and partner organisations which will deliver the optimum economic benefits for the Borough to 2015. The Council recognises that that this delivery will happen only with effective engagement, partnership and leadership from the public, private and third sectors in the Borough.
- 4.3 We set out the action that needs to be taken to contribute to achieving a sustainable strong economy beyond 2010, fostering the conditions for growth and capturing the benefits for local people and businesses. However Colchester Borough Council cannot achieve this through its

own efforts alone. The Strategy provides a shared vision and framework for partnership working with key organisations which have an important role in helping to shape and grow the Colchester economy.

4.4 The Colchester Economic Strategy 2010 – 2015 will be used for the following purposes:

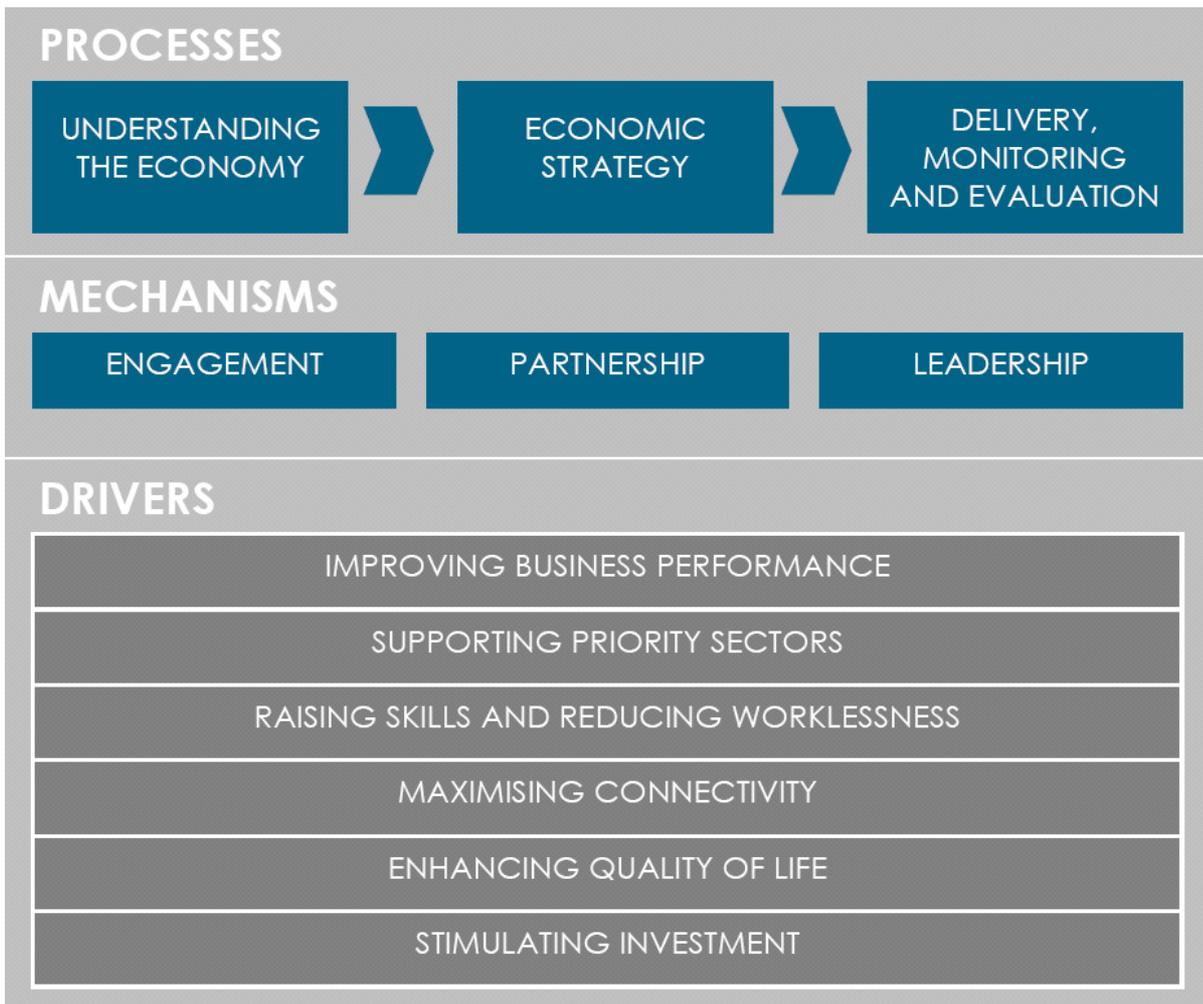
- To provide an overarching vision and framework for economic interventions in Colchester
- To provide a framework for engagement, partnership and leadership co-ordination by the Council and its partner organisations
- To assist in determining priorities for the allocation and deployment of resources of the Council and other organisations
- To inform prioritisation of interventions and investment
- To assist the development of partnerships across the public, private and third sectors
- To avoid duplication and achieve the best use of available resources
- To set targets and provide a framework for monitoring and evaluation
- To plan the economic development work of the Council
- To meet the Council's responsibilities for promoting economic development under the Local Government Act 2000

4.5 The role of CBC in economic development is to correct for “market failure”, intervening to improve economic well-being where the market is not being efficient in delivering as it should and where we can deliver real benefits for the local economy.

Some of the many ways in which the Council achieves economic improvement for the Borough include:

- Using our understanding of the local economy to identify market failures and providing the drive, ambition and impartial leadership to address them through effective engagement
- Leading on and co-ordinating the activities of key sectors – private, public and voluntary/community – to create opportunities for business formation, growth, employment, training and inward investment
- Developing funding initiatives to target the “gaps” which are holding back the Borough from realising its economic growth, jobs target and well-being potential.
- Providing information and advice to our economic partners to enable them to enhance their own activities and facilitating their access to sources of funding and economic development opportunity.
- Supporting the spatial planning process, appropriate major developments and the physical regeneration of parts of the Borough to achieve sustainable economic growth and development in both our urban and rural areas and their communities
- Providing overall service delivery, managing specific projects and undertaking commissioning of additional advice and information to enable the Council to deliver against the “economic well-being agenda”

5. Structure of the Economic Strategy



- 5.1 The proposed structure for the Colchester Economic Strategy is adapted from the model created by Local Government Improvement and Development. The model was based on a UK benchmarking study of the highest performing local economies and is widely used by economic development practitioners.
- 5.2 The structure as proposed distinguishes between processes, mechanisms and drivers or interventions for sustainable economic growth. The structure provides a diagnostic tool to enable the Council to analyse, review and improve economic performance throughout the lifetime of the strategy.
- 5.3 The structure will underpin the delivery plan in section 12. A more detailed explanation of how the processes, mechanisms and drivers will be used will be covered in sections 9,10 and 11.

## Where does Colchester want to be?

### 6. What makes a place successful in economic terms and how does Colchester compare?

#### 6.1 There is a substantial base of economic and social research into what makes a place successful in economic terms. A widely used definition of success is of a place which is able to:

*“continually upgrade their business environment, skill base, and physical, social and cultural infrastructures, so as to attract and retain high-growth, innovative and profitable firms, and an educated, creative and entrepreneurial workforce, thereby enabling them to achieve a high rate of productivity, high employment rate, high wages, high GDP and low levels of income inequality and social exclusion”*

#### 6.2 An extensive review of the literature recently undertaken by the Institute of Economic Development identified seven critical success factors which against which a place can measure its ability to retain and grow its indigenous base and attract new investors.

- Skilled Workforce
- Connectivity
- Innovations in Firms and Organisations
- Economic Diversity of the Industrial Base
- Strategic Capacity to Mobilise and Implement Long Term Development Strategies
- Quality of Life
- Availability and Cost of Business Premises

The seven critical factors outlined above will feed into the delivery plan for the Colchester Economic Strategy.

#### 6.3 An insight into the performance of Colchester is provided by a Place Profile on the Borough undertaken by ‘local futures’ an independent research company. The Place Profile scores the performance against a range of selected benchmark indicators of economic, social and environmental well-being. The Place Profile provides for the first time an economic ‘scorecard’ of how Colchester stands nationally, within its region and sub-region. The scores represent the quintile where the district falls on each of the measures (‘A’ representing the strongest performance, ranging to ‘E’ representing the weakest).

#### 6.4 Colchester scores highly (A) for its Gross Value Added (GVA) measure a key component for measuring economic productivity. Colchester also scores highly (A) for the skills and qualifications of its residents. Colchester has seen a relatively strong level of economic growth by national standards between 2006 and 2008 placing it in the top 40% of districts nationally. Between 2006 and 2008 employment in knowledge-driven sectors in Colchester increased by 6.6% against the national figure of 1.7%. This growth in Colchester’s knowledge economy which includes telecommunications, computing, R&D, finance, business services and cultural services is a positive indicator of economic health.

#### 6.5 Colchester is in the middle 20% (C) in terms of the resident working age population who are in employment at 75.4%. Whilst the proportion of the working age population claiming Job Seekers Allowance is low (2.9%) the proportion of the working age population who are in long-term unemployment is high with 13.5% of unemployed people claiming Job Seekers Allowance (JSA) for more than 12 months.

#### 6.6 Between 1998 and 2008 the total business stock in Colchester increased by 27.1%, the figure for Essex was 22.9%. The survival rates for new businesses in Colchester still trading after two years is also very high at 83.6%. However, the new business formation rate measured in 2008

is low with Colchester in the bottom 40% nationally. This is a concern which will be addressed in this strategy.

6.7 In terms of the Colchester profile other places in the UK with the most similar profiles include Chelmsford, Bedford, Maidstone, Worcester and Poole.

7. Identifying the major economic trends likely to impact upon Colchester 2010 to 2015

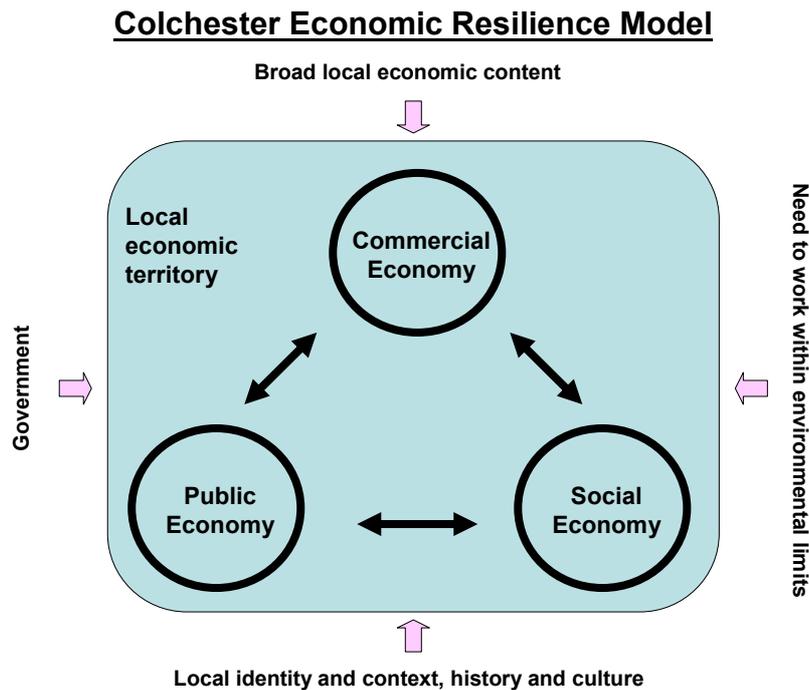
7.1 The following table is intended to identify the major economic trends likely to impact upon the Borough in the period to 2015 together with the potential implications.

7.2

<b>Economic trend</b>	<b>Potential Implications</b>
Continuing globalisation of economic markets	Greater downward price pressure on goods and services produced in the Borough Opportunity for local businesses to address global market opportunities, capitalising on Borough's location and connectivity
Growth in local population	Expansion of the economically active population and the potential to increase local employment opportunities
Reduction in public spending	Reduced workforce employed in the public sector and the effect on local supply chains Increased pressure on creating employment in the private and third sectors
Increasing congestion	Increased cost to business, environmental damage, reduced quality of life Joint initiatives at strategic level (A12 link) and local initiatives (greater take-up of travel plans)
Retaining a viable industrial sector	Maintaining competitiveness, accessing market opportunities, upskilling existing workforce, attracting new workforce including apprenticeships
Increased unemployment	Diminished life chance for residents Increase opportunities for upskilling and entry level access to employment
Relocation of central government functions	Potential opportunity for Borough for London relocation given proximity and connectivity
Increasing knowledge economy	Creation and retention of knowledge employment in the Borough particularly as a spin off from the excellent FE/HE offer
Rebalancing the economy	Sector decline and sector growth Shift emphasis and interventions to growing and emerging sectors such as creative industries Investment switches from 'struggling' to 'buoyant' places
Increasing importance of the digital infrastructure	Increasing move and reliance on the digital infrastructure Opportunities for establishing next generation connectivity ahead of the competition
Greater economic dynamism of London and the South East	Effects of post recession recovery will be more impactful in London and South East Position Colchester to take advantage of related opportunities for inward investment and generation of employment opportunities
Implementation of the localism agenda	Clear prioritisation of local delivery and investment

## 8. Building a resilient economy

- 8.1 The challenges posed by recession, global economic shifts, climate change, social inequality and demographic changes are prompting a rethink of economic development. A conceptual framework that is gaining considerable traction is 'economic resilience'.
- 8.2 The essence of the economic resilience approach is based upon a better understanding of how different parts of the economy – broadly categorised into social, public and commercial – interact with each and are mutually-dependent in achieving positive outcomes.
- 8.3



- 8.4 The commercial economy relates to wealth creation of 'private sector' activity. The public economy is defined as goods and services delivered through public taxation systems. This includes transport infrastructure and also economic support policies, interventions and local taxes. The social economy relates to economic activity that is driven by social and environmental purposes and is generally carried out by the Community and Voluntary Sector (including community enterprises, credit unions, trading arms of charities, employee-owned businesses, development trusts and housing associations). This economy is often overlooked in economic assessments but makes a significant contribution to the local economy, employing local people, delivering local services and contributing to local supply chains.
- 8.5 In addition to the interplay of the three economies there are four significant influences acting on the local economy. Government which includes the coordination of national policy and to ensure there are relationships with the local authority. The emerging localism agenda will form an increasing part of this role to make sure good services are delivered and have positive impacts on local economies and local people.
- 8.6 The broad economic context such as those outlined in 7.2 recognises the national and global economic forces at work and their particular impact on the local economy in Colchester.
- 8.7 Local identity, context, history and culture (Place) shape the baseline that the local economy starts from and their future direction. Local conditions in terms of the labour market, economic

strength, sectoral mix as well as the urban and natural environment are highly influential on determining outcomes.

- 8.8 Economic performance is closely linked to local conditions such as transport infrastructure, greenfield and brownfield land availability, appeal to tourists and coastal erosion. Adapting to the challenges of climate change will need to address potentially difficult trade off between development and the environment as the shift towards a low carbon economy gains pace.
- 8.9 Applying the economic resilience model will require an increased understanding of the three economies, the interplay of external forces on the local economy and further fostering the partnerships and relationships to achieve mutually beneficial outcomes. Economic resilience helps the local economy not just to ride the punches of economic uncertainty but to derive the maximum benefit from growth opportunities that will come to Colchester.
9. Understanding the local economy
- 9.1 A strong evidence base is vital to understanding that the drivers of local economic change enable strategies and interventions to be implemented at the local, sub-regional and county levels.
- 9.2 Colchester currently collects and analyses data and understands the strengths and weaknesses of the local economy. It compares its performance with its neighbours and other parts of the region and nation. Business information including surveys, sectoral performance, land and building studies and company reports is factored into the overall analysis of economic performance.
- 9.3 The passing of the Local Democracy, Economic Development and Construction Act 2009, placed a statutory duty from April 1<sup>st</sup> on all upper tier local authorities in England to undertake a Local Economic Assessment (LEA). Essex County Council (ECC) has a duty to produce the LEA and seek the participation of district councils within Essex; the latter have a corresponding duty to co-operate with ECC in its development.
- 9.4 The purpose of the local economic assessment is to “equip local authorities and partners with a common understanding of local economic conditions”. It is envisaged that this shared understanding will “lead to improved economic interventions, including spatial prioritisation of investment”. Colchester completed its local economic assessment in June 2010. This document which forms part of a much wider Essex evidence base can be viewed on the following link: <http://www.essex.gov.uk/Pages/About-Essex.aspx>
- 9.5 The Colchester Quarterly Economic Report publishes and disseminates the key data and commentary on the economic performance of the Borough. The report aims to give a better understanding of the Borough’s economic makeup in comparison to national and local trends. It also seeks to inform policy-making through providing an objective understanding of Colchester’s communities of interest and geography. This report can be accessed using the following link: [http://www.colchester.gov.uk/Consultation\\_Statistical\\_Report\\_det.asp?art\\_id=11141&sec\\_id=1144&tem\\_id=251&status](http://www.colchester.gov.uk/Consultation_Statistical_Report_det.asp?art_id=11141&sec_id=1144&tem_id=251&status)
- 9.6 The Strategy is closely aligned with the Colchester Borough Investment Plan 2010 to 2015 and the priority theme for delivery ‘Job Creation and Skills’. In addition to joined up project delivery both share a common comprehensive evidence base which can be viewed on the following link: [http://www.colchester.gov.uk/Consultation\\_Statistical\\_Report\\_det.asp?art\\_id=12350&sec\\_id=1144&tem\\_id=251&status](http://www.colchester.gov.uk/Consultation_Statistical_Report_det.asp?art_id=12350&sec_id=1144&tem_id=251&status)

- 9.7 It is recognised that the recent publication of the White Paper ‘Local growth: realising every place’s potential’ and the forthcoming Localism Bill is likely to significantly impact on future local economic conditions. This strategy and its delivery will adapt and flex to the new conditions ensuring Colchester benefits from new opportunities and initiatives arising from this and other new legislation.
10. Business engagement, partnership and leadership
- 10.1 Engaging with the local business community is clearly recognised as being fundamentally important for the development of local government services. It is being driven by the Government’s objectives of localism, choice and community empowerment, as set out in the Local Government White Paper ‘Strong and Prosperous Communities’.
- 10.2 The process of consulting with business owners and business representatives benefits both the Council and its constituents. Engagement has been shown to increase trust in the Council. It also ensures that Colchester specific needs are understood and more likely to be addressed and that a wider range of views are heard. It has also led to businesses taking ownership of local initiatives such as the Colchester Christmas Group.
- 10.3 The level and quality of business engagement improved significantly in Colchester during the lifetime of the previous Strategy. There are now structures in place to regularly consult and collaborate with all the key business organisations in the Borough on local business initiatives. The formation of the Colchester Business Group in 2009 representing all the key business partners with its vision to “provide a collective voice and direction on the key economic challenges and opportunities in Colchester” is further evidence of the positive engagement now in place.
- 10.4 This process of positive engagement will continue to build over the lifetime of this strategy with an increasing emphasis on shared ownership and delivery of initiatives that deliver demonstrable economic benefits.
- 10.5 In addition to working with the business community Colchester will continue to work in partnership with public and third sector partners at the appropriate geographic level to plan, co-ordinate and deliver economic development. Existing arrangements with business support agencies and entities such as the Colchester Business Enterprise Agency, VisitEssex and East England Tourism will be developed further. New partnerships will be formed as necessary during the lifetime of this strategy.

## 11. Key Drivers of the Local Economy

- 11.1 The following economic drivers will help inform the key interventions undertaken by Colchester Borough Council and its partners to fulfil the role and purpose of the Strategy as outlined above in 4.3 and 6.1 respectively:
- Improving Business Performance
  - Supporting Priority Sectors
  - Raising Skills and Reducing Worklessness
  - Maximising Connectivity
  - Enhancing Quality of Life
  - Stimulating Investment

The drivers shown above are broken down further into a number of sub-headings shown below. These form the basis for a detailed Delivery Plan for the Strategy over the period 2010 to 2015 and include a breakdown of the actions, accountabilities, resources and targets.

In turn, the Delivery Plan will be regularly reviewed as a working document by the responsible Portfolio Holder and at appropriate intervals by Panel as well as by internal review processes such as Leadership of Place.

11.2 Improving Business Performance will include the following activities:

- Increasing business formation and survival
- Encouraging innovation, improving productivity
- Increasing environmental sustainability
- Develop new markets (sub regional and regional level) – e.g. renewable energy
- Support for and retention of key firms
- Securing funding/investment for business performance

11.3 Supporting Priority Sectors will include the following: the priority sectors for Colchester include creative and environmental industries. Priority sectors are those which have the propensity in Colchester to create high growth companies and relatively high job creation – nationally high growth companies form 6% of the business base but create 54% of all new jobs in the private sector.

- Developing growth sectors such as creative industries, tourism and alternative energies
- Promoting social enterprises
- Developing networks, inter-firm trading and supply chains
- Promoting procurement opportunities

11.4 Raising Skills and Reducing & Addressing Worklessness will include the following:

- Addressing barriers to work
- Improving basic skills and employability
- Encouraging local recruitment and development opportunities
- Retaining graduates and highly skilled workers
- Improving the links and outcomes between business and education

11.5 Maximising Connectivity will include the following:

- Improving the Information and Communications Technology infrastructure
- Improving regional and international connectivity (Developing opportunities such as those provided through Regional Cities East, inward investment agencies and European programmes)

11.6 Enhancing Quality of Life will include the following:

- Strengthen the competitiveness of the town centre
- Develop and promote visitor attractions
- Initiatives to support rural businesses to sustain and develop the Borough's rural communities

11.7 Stimulating Investment will include the following:

- Marketing of Colchester as a business and visitor destination
- Developing and promoting sites and premises
- Trade development and access to markets
- Cross sector investment planning
- Closer working with inward investment agencies such as Invest Essex

## **12. Measurement, Monitoring and Evaluation**

- 12.1 In addition to the formal Council review processes such as the Committees it is important to also have in place the mechanisms for Colchester Borough Council and its partners to continually monitor and evaluate delivery and deployment of resources at programme and individual project levels. The Local Government Improvement and Development body has developed a proven toolkit for the monitoring and evaluation of programmes and projects which will be used to measure and report on the overall effectiveness of the Colchester Economic Development Strategy Delivery Plan 2010 to 2015. This process will need to be sufficiently robust and challenging to adapt to the changing economic and legislative landscape during the lifetime of this Strategy.

## Appendix Two: Economic Development Strategy Delivery Plan 2010 to 2015

### IMPROVING BUSINESS PERFORMANCE

Priority & Accountability	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Increase business formation and survival to sustain and develop local employment	<ul style="list-style-type: none"> <li>• Increase the rate of business start ups</li> <li>• Support business growth</li> <li>• Help foster a climate of entrepreneurship</li> <li>• Increase the supply of flexible and affordable work space for small and start up businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Colchester Business Enterprise Agency (COLBEA)</li> <li>• Enterprise Team</li> <li>• Eastern Enterprise Hub</li> <li>• Colchester Business Group</li> <li>• Economic Development Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the business formation rate (measured by the % of new VAT registrations) from 9.3% to 10.5%</li> <li>• Improve the access, delivery and take up of business support services to 1,000+ local businesses</li> <li>• Develop a coordinated programme of activities to raise the awareness and interest in entrepreneurship in target audiences</li> <li>• Increase total floorspace developed for employment (B1 to B8) which meets flexibility &amp; affordability criteria by 5%</li> </ul>	Green

<p>Encourage innovation and improve productivity to improve the overall competitiveness of Colchester and the surrounding area</p>	<ul style="list-style-type: none"> <li>Promote and enable local businesses to access specific business support, sector skills and funding</li> </ul>	<ul style="list-style-type: none"> <li>COLBEA</li> <li>Enterprise Team</li> <li>Eastern enterprise Hub</li> <li>Manufacturing Advisory Service (MAS)</li> </ul>	<ul style="list-style-type: none"> <li>Measure post intervention outcomes to assess effectiveness for local businesses</li> <li>Produce case studies highlighting 'best practice' in innovation, cost/resource reduction and raising productivity</li> </ul>	<p>Green</p> <p>Green</p>
<p>Work with sub-regional and regional partners to support businesses and identified growth sectors to develop into new markets</p>	<ul style="list-style-type: none"> <li>Promote and enable local businesses to access specific business support, sector skills and funding</li> </ul>	<ul style="list-style-type: none"> <li>Haven Gateway Partnership</li> <li>Invest Essex</li> <li>University of Essex</li> <li>Enterprise Team</li> <li>VisitEssex</li> <li>East England Tourism</li> <li>East of England</li> <li>Energy Group</li> </ul>	<ul style="list-style-type: none"> <li>Effective signposting to new market opportunities such as renewable energy, Wind Port, export and funding</li> <li>Promote supply chain opportunities to targeted local businesses in new and emerging markets</li> <li>Develop Colchester further into a short-break visitor destination</li> </ul>	<p>Green</p> <p>Green</p> <p>Green</p>
<p>Support and retain key companies to preserve key skills in the economy and manage the local impact of</p>	<ul style="list-style-type: none"> <li>Engagement with key companies to assist in their retention and future planning</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Team</li> <li>Invest Essex</li> <li>Commercial Property Agents</li> </ul>	<ul style="list-style-type: none"> <li>Target outcomes including relocation planning, expansion</li> </ul>	<p>Green</p>

globalisation			<ul style="list-style-type: none"> <li>Job Centre Plus</li> </ul>	<p>planning, links to local suppliers and local recruitment schemes</p>	
Secure funding and/or investment for initiatives to improve business performance	<ul style="list-style-type: none"> <li>Partnership arrangements in place to support funding bids and delivery of project plans</li> </ul>	<ul style="list-style-type: none"> <li>Public, Private and Third Sector Partners</li> <li>Enterprise Team</li> <li>Funding/investment streams</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding and/or investment streams</li> <li>Implement programme of coordinated initiatives deploying pooled resources and expertise</li> </ul>	Green	Green

## SUPPORTING PRIORITY SECTORS

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012	
Develop growth sectors: Creative Industries - to support the existing creative industry and retain creative talent locally	<ul style="list-style-type: none"> <li>Work with partners to produce the vision and strategy for the development of creative industries in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>Creative industry partners</li> <li>Enterprise Team</li> <li>Creative Hub building</li> <li>Tom Fleming Creative Consultancy</li> </ul>	<ul style="list-style-type: none"> <li>Increase the supply of creative industry workspace by 9,000 sq feet</li> <li>Increase the level of creative business networking</li> <li>Improve the linkages between education and existing creative businesses</li> <li>Increase the annual rate of creative</li> </ul>	Green	Green

<p>Develop growth sectors: Tourism - to realise the tourism potential of Colchester and the surrounding area in terms of improved employment opportunities and visitor choice</p>	<ul style="list-style-type: none"> <li>• Work in partnership to improve the visitor experience through developing Colchester further as a visitor destination</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration team</li> <li>• Garbe</li> <li>• East England Tourism</li> <li>• VisitEssex</li> <li>• Local tourism businesses</li> <li>• Local business organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Night time economy: achieve Purple Flag status</li> <li>• Develop 'The Lanes' through the town centre as an enhanced visitor retail offer</li> <li>• Increase the capacity and choice of accommodation in and around Colchester</li> </ul>	<p>business start ups from 42 to 60</p> <p>Green</p>
<p>Develop growth sectors: Environmental Industries - to contribute to the country's global obligation to manage the environmental impact of human activity</p>	<ul style="list-style-type: none"> <li>• Work with this emerging sector to foster growth and realise new market opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• COLBEA</li> <li>• East of England Energy Group</li> <li>• Haven Gateway Wind Port Group</li> <li>• Carbon Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the stock of Environmental Technology companies in Colchester from 110 to 160</li> <li>• Promote and signpost renewable energy opportunities including procurement, funding and skills</li> <li>• Work with the sector to showcase 'best practice'</li> </ul>	<p>Green</p> <p>Green</p> <p>Amber</p>

			through events/seminars	
Promote social enterprises to build local capacity and capability for the wider benefit of society	<ul style="list-style-type: none"> <li>Develop and promote the social enterprise hub to enable existing and prospective businesses to access support and funding</li> </ul>	<ul style="list-style-type: none"> <li>COLBEA</li> <li>Eastern Enterprise Hub</li> <li>Enterprise Team</li> <li>Social Enterprise East of England</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of social enterprises in Colchester from 66 to 100</li> </ul>	Amber
Develop networks and supply chains to retain business in the local economy	<ul style="list-style-type: none"> <li>Support and promote existing business networks</li> <li>Identify opportunities for local suppliers to strengthen their local supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Colchester Business Group</li> <li>Enterprise Team</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of increased local inter-company trading through programme of joint networking events and use of the Colchester Business Directory database</li> </ul>	Green
Promote procurement opportunities to sustain and improve local productivity	<ul style="list-style-type: none"> <li>Increase awareness in the local business community of local authority and wider procurement processes &amp; opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Colchester Business Group</li> <li>Enterprise Team</li> <li>CBC Procurement Team</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of local contract awards</li> <li>Procurement and 'Meet the Buyer' joint events</li> </ul>	<p>Green</p> <p>Green</p>

## RAISING SKILLS AND REDUCING & ADDRESSING WORKLESSNESS

Priority	Actions	Partners/Resources	Target Outcomes to 2015	RAG status at September 2012
Address barriers to work to release local skills, talent and creativity into the economy	<ul style="list-style-type: none"> <li>Engagement with agencies and employers to understand issues preventing local people gaining employment</li> <li>Apply above to implement initiatives that best address barriers to work</li> </ul>	<ul style="list-style-type: none"> <li>'Colchester Works!' a multi-agency approach to coordinated delivery which includes CBC, Jobcentre Plus, COLBEA, Signpost and Seeaxe</li> <li>Enterprise Team</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding from European Social Fund and/or Work Programme</li> <li>Implement programme of coordinated initiatives deploying pooled resources and expertise</li> </ul>	<p>Amber</p> <p>Green</p>
Improve basic skills and employability to facilitate younger people's contribution to the local economy	<ul style="list-style-type: none"> <li>Use understanding of skills and employability to target specific issues in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>'Colchester Works!'</li> <li>Enterprise Team</li> <li>Colchester Area Planning Group</li> <li>Community Development Team</li> <li>Jobcentre Plus</li> <li>Skills and Funding Agency</li> <li>Colchester Area Planning Group</li> </ul>	<ul style="list-style-type: none"> <li>Utilise funding streams identified above and s.106 to address this priority in target groups such as young people aged 18 to 24 who are not in education, training or employment (NEET)</li> <li>Actively support the Annual Colchester Careers Convention attended by 1200+</li> </ul>	<p>Green</p> <p>Green</p>

<p>Encourage local recruitment and employment opportunities to maximise the skills and potential of the local workforce</p>	<ul style="list-style-type: none"> <li>Encourage existing and new employers to implement schemes to facilitate local employment and work placement</li> </ul>	<ul style="list-style-type: none"> <li>'Colchester Works!'</li> <li>Enterprise Team</li> <li>CBC</li> <li>Spatial Planning and Development Control</li> <li>Jobcentre Plus</li> </ul>	<p>Year 11 students</p> <ul style="list-style-type: none"> <li>Build on the successful model deployed with Sainsbury's and Waitrose to employ local people and where appropriate gain the requisite training and skills required</li> <li>Secure additional funding streams to support local employment initiatives</li> </ul>	<p>Green</p> <p>Green</p>
<p>Retain graduates and highly trained workers to enhance Colchester's economic competitiveness</p>	<ul style="list-style-type: none"> <li>Work with the University of Essex and Colchester Institute to promote student/graduate internships with local employers</li> </ul>	<ul style="list-style-type: none"> <li>University of Essex</li> <li>Colchester Institute</li> <li>Colchester Business Group</li> <li>Enterprise Team</li> </ul>	<ul style="list-style-type: none"> <li>Increase graduate retention by 7 % points to 20%.</li> </ul>	<p>Amber</p>
<p>Improve the links and outcomes between business and education to improve mutual understanding and future employment 'fit'</p>	<ul style="list-style-type: none"> <li>Promote links to Apprenticeships and Diploma lines of learning to employers</li> <li>Assist in identifying suitable employers for vocational learning for 14-19 age group</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Team</li> <li>Colchester Business Group</li> <li>Colchester 2020</li> <li>Essex County Council</li> <li>BCT Consortium</li> <li>Colchester Area Planning Group</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in NEET group</li> <li>Increase take up rates for apprenticeships</li> </ul>	<p>Green</p> <p>Amber</p>



	supply and quality of Town Centre office space to help meet occupier requirements/chan ging demands		<ul style="list-style-type: none"> <li>• top 50 retail centres</li> <li>• Improved allocation of new office development and support for appropriate change of use</li> <li>• Obtain the 'Purple Flag' accreditation for the night time economy</li> </ul>	Amber
Develop and promote visitor attractions to promote Colchester as a visitor destination and place for local people to invest their time and spend	<ul style="list-style-type: none"> <li>• Develop the destination development strategy in partnership with the local tourism sector to increase visitor trips and visitor spend in the Borough</li> <li>• Improve the interpretation of Colchester's stories and themes</li> <li>• Improve the visitor experience through improved levels of customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Colchester &amp; District Hospitality Association</li> <li>• East England Tourism</li> <li>• VisitEssex</li> <li>• VisitColchester Information Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the annual value of tourism to the Borough to £250m</li> <li>• Increase the number of annual visitor trips by 500,000</li> <li>• Increase the number of overnight stays by 8%</li> <li>• Improved repeat visit scores</li> </ul>	Green Green Amber Green
Develop and implement initiatives to support rural businesses to sustain and develop the Borough's rural	<ul style="list-style-type: none"> <li>• Create additional business space in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Essex County Council</li> <li>• Private sector partner/s</li> <li>• Defra</li> </ul>	<ul style="list-style-type: none"> <li>• Convert 30 redundant rural buildings into commercial use</li> </ul>	Green



Promote routes for potential trade development and access to markets to offer maximum opportunities for local businesses to thrive	<ul style="list-style-type: none"> <li>Identify public and private sector opportunities for accessing new markets</li> </ul>	<ul style="list-style-type: none"> <li>Colchester Business Group</li> <li>Chamber of Commerce</li> <li>Invest Essex</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners to ensure that local businesses can access the support, information and training to access new markets</li> </ul>	Green
Work effectively with inward investment agencies to facilitate a resilient and diverse local economy	<ul style="list-style-type: none"> <li>Work with &amp; lobby agencies at County, Regional and National levels to maximise inward investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Invest Essex</li> <li>East of England International</li> <li>UK Trade &amp; Investment</li> </ul>	<ul style="list-style-type: none"> <li>Secure 40 active inward investment leads</li> </ul>	Green

Performance Traffic Lights (RAG)

- Red: Some or no progress made - will not achieve the target outcome by March 2015
- Amber: Progress made but is uncertain as to whether the full target outcome will be achieved by March 2015
- Green: Has achieved the target outcome or is on track to achieve the target outcome by March 2015

## Appendix Three: Outline of proposed Colchester Economic Growth Strategy to 2017

The Borough Council cannot create economic growth on its own. It can by working closely with businesses and agencies such as Essex County Council, Haven Gateway Partnership and the South East Local Enterprise Partnership create the environment for companies to grow, flourish and drive economic growth.

The table below summarise the economic growth priorities for Colchester, Essex County Council and the South East Local Enterprise Partnership. Whilst there is a considerable degree of synergy across the strategies it is also recognised that the policy and funding landscape is changing. The purpose of this strategic refresh is to ensure that Colchester's strategy is fully aligned to those changes and to ensure that the local economy continues to grow and fulfil its potential.

<p><b>Colchester Economic Development Strategy 2010 to 2015</b></p> <ul style="list-style-type: none"> <li>• Improving Business Performance</li> <li>• Supporting Priority Sectors</li> <li>• Raising Skills and Reducing Worklessness</li> <li>• Maximising Connectivity</li> <li>• Enhancing Quality of Life</li> <li>• Stimulating Investment</li> </ul>	<p><b>Essex Economic Growth Strategy 2012</b></p> <ul style="list-style-type: none"> <li>• Enterprise and Innovation</li> <li>• Education, Skills and Employability</li> <li>• Infrastructure</li> <li>• Locations for Growth (including Colchester)</li> </ul>
<p><b>South East Local Enterprise Partnership Strategic Economic Plan 2014 to 2019</b></p> <p>Current strategic priorities:</p> <ul style="list-style-type: none"> <li>• Business Engagement</li> <li>• Creating an Environment for Growth</li> <li>• Investment for Growth</li> <li>• Skills for Business Growth</li> <li>• Business Growth</li> </ul> <p>New SELEP Strategic Economic Plan Strategy to include the following funding streams:</p> <ul style="list-style-type: none"> <li>• Single Local Growth Fund</li> <li>• EU Structural &amp; Investment Funds</li> </ul>	<p><b>Greater Essex Integrated County Strategy 2010</b></p> <ul style="list-style-type: none"> <li>• Thames Gateway South Essex</li> <li>• Key Towns (including Colchester)</li> <li>• Low Carbon Energy</li> </ul>
<p><b>Single Local Growth Fund 2015/16</b></p> <ul style="list-style-type: none"> <li>• Transport</li> <li>• Skills</li> <li>• Housing</li> </ul>	<p><b>EU Structural &amp; Investment Funds to 2020</b></p> <ul style="list-style-type: none"> <li>• Smart Growth (Innovation Research &amp; Technological Development/ICT/SME Support)</li> <li>• Sustainable Growth (Low Carbon economy/Climate Change Adaptation/Environment &amp; resource Efficiency/Sustainable Transport)</li> <li>• Inclusive Growth (Employment/Social Inclusion/Skills)</li> </ul>

The following headlines outline some of the key economic priorities and illustrative activities for Colchester that will ensure alignment of the current Economic Development Strategy with the Essex Economic Growth Strategy and the emerging Strategic Economic Plan from the South East Local Enterprise Partnership (SELEP).

- **Infrastructure** - Colchester as a 'Location for Growth' take forward the economic case and lobby for an integrated transport network including improvements in road (A12/A120/key corridors) & rail connectivity. Infrastructure also includes bringing forward strategic employment sites and accelerating the delivery of superfast broadband.
- **Investment** - accessing public and private investment (Whole Essex Community Budget pilot, Essex Superfast Broadband) to deliver new infrastructure. Attracting private sector funding by developing a pipeline of 'shovel ready' schemes. A guiding principle in the Essex EGS is to "think globally, act local". The chairman of China's \$450bn sovereign wealth fund intends to focus investment on western infrastructure to secure long term returns.  
The funding from SELEP will include the EU Structural & Investment Fund Programme 2014 – 2020 and the Single Local Growth Fund. Colchester's project pipeline will continue to maximise the potential to attract investment from all the above sources.
- **Innovation** – Targeting Colchester high growth SME's to access the 'Essex Growth Offer' (finance sources/sector support/higher education collaboration). Also build on work undertaken in the wind energy sector to strengthen company supply chains in other sectors. Increasing business/higher education collaboration by Knowledge Transfer Partnerships and also exploring commercialisation opportunities arising from major research and innovation projects at the University of Essex and the Essex Business School.
- **Enterprise** – Promoting Colchester as an outstanding business destination in terms of its location, quality of life, skilled workforce and business environment. The development of the Colchester Enterprise Hub and to increase the level of entrepreneurship and business survival in the Borough.
- **Skills** – Support education, skills and employability initiatives that match the needs of the local economy. This will include increasing the take up of apprenticeships and the provision of science, technology, engineering and mathematics (STEM).
- **Sectors** – Build on existing sector strengths in creative (and digital) industries, construction, retail, financial and business services and tourism. Align with Essex Economic Growth Strategy high potential growth sectors in advanced manufacturing, logistics, renewable energy/low carbon technologies and health & care. Support the growth of emerging sectors such as the marine industry.

16 September 2013

<b>Report of</b>	<b>Head of Operational Services</b>	<b>Author</b>	<b>Siobhan McLeod</b> ☎ 506596 <b>Matthew Young</b> ☎ 282902
<b>Title</b>	<b>Waste and Recycling Task and Finish Group</b>		
<b>Wards affected</b>	All wards		

**The Panel is invited to note and comment on the progress of the Waste Task & Finish Group against its Terms of References and Desired Outcomes**

## 1. Actions Required

- 1.1 The Chair of the Policy Review and Development Panel requested an interim update on the work of the Waste and Recycling Task and Finish Group prior to a full report being presented to a future meeting of this Panel.
- 1.2 Panel members are asked to note and comment on the progress against the published Terms of Reference and Desired Outcomes document agreed by the Task and Finish Group. This document is attached to this report as Appendix One with the amended version agreed in August 2011 attached as Appendix Two.
- 1.3 The Panel are also asked to indicate what level of information they would require in the final report on the activities of the Task and Finish Group when it is presented.

## 2. Background

- 2.1 The Waste Task and Finish Group was set up to aid the Portfolio Holder for Street and Waste in considering matters identified in the Waste Prevention and Recycling Options Appraisal that was produced by the Strategic Waste Team in January 2009. At that time the methods identified in this appraisal to meet the vision were agreed as follows:
  - Less waste is produced by everyone
  - There is an active reuse culture
  - Home composting is 'the norm'
  - Being able to recycle is easy for everyone
  - More waste is recycled and composted than sent to landfill
  - The collection service is high quality
  - There is high customer satisfaction with the service
- 2.2 The first meeting of the Group took place in April 2009 and it agreed to aid the Portfolio Holder for Waste and Street Services, in considering the amount of residual waste going to landfill, investigating recycling options. The Group developed its original Terms of Reference and this is attached as Appendix One.

2.3 In August 2011 the Group refined its role and produced the new Terms of Reference that it works to now and these are attached as Appendix Two.

### **3. Detailed update**

3.1 Since 2011 the Task and Finish Group focussed itself on two main issues to look at in support of the Portfolio Holder for Street and Waste:

- The experience and results from the Food Waste Collection Trial that was due to commence in November 2011
- The initiatives undertaken to strongly encourage recycling

#### **3.2 Food Waste Collection Trial**

Over the trial period the Task and Finish Group received regular updates on the progress of the trial particularly the participation rate and the tonnages being collected. It reviewed the data being presented by officers and would comment on the success of the methods being used to encourage participation.

It also made suggestions on improvements that could be made to the service and questioned officers on the lessons being learnt as the Trial progressed.

3.3 Also during the existence of the Task and Finish Group the Council was successful in being selected to receive two grants from Government to support its waste collection services.

3.4 Firstly, it received just under £45k from the Department for the Environment, Food and Rural Affairs (DEFRA) for the purpose of carrying out an addition to its existing food waste collection trial, testing different methods or approaches, when delivering the service, monitoring the potential affect on residents' behaviour and levels of recycling participation.

3.5 The Council also submitted an Expression of Interest and Outline Bid to the Department of Communities and Local Government (DCLG) for funding to rollout a weekly food waste collection across the Borough along with maintaining weekly residual waste collection over the next five years.

3.6 This bid was successful and £2.3m was awarded to the Council to roll out the Food Waste collection service to every property in the Borough.

3.7 In November 2012, the Panel received a presentation summarising the results from the Trial alongside a report that was submitted to Cabinet with the following recommendations;

- To agree to the introduction of a food waste collections service for every household in the Borough of Colchester including flats.
- To agree to a phased introduction of the food waste collection service and to confirm the collection methods and arrangements.
- To note the use of the Weekly Collection Support Fund grant and the requirement to maintain weekly residual waste collections for the next five years.

3.7 The Task and Finish Group has played an important role as a reference group for the design and planning of the roll out of Food Waste collections receiving reports on the progress and raising and commenting on issues in relation to:

- Service Design
- Equipment selection
- Supply and use of caddy liners
- Communication methods

3.8 The Task and Finish Group were particularly instrumental in influencing the decision to roll out the service over a six week period and ensuring the supply of affordable rolls of caddy liners through a borough wide retail network.

### 3.9 **Strongly encourage participation**

The Task and Finish Group have been keen to understand how it can improve the participation of residents in existing recycling collection schemes. To this end the Panel has received the following reports to assist its discussions and deliberations particularly on whether it is better to encourage participation through 'carrot' or 'stick'.

- Waste Management Report to Leadership Team, 2011
- Evaluation of the WRAP Separate Food Waste Collection Trials, June 2009
- Essex Household Recycling and Composting Performance 2010/2011
- Consultation on Changes to Local Authority enforcement powers, 2011
- Authorisation of use of powers under Section 46 of the Environmental Protection Act (EPA) in relation to the presentation of household recycling and waste

3.10 Following these discussions the Portfolio Holder chose to adopt Section 46 of the EPA and also to further examine the adoption of incentive schemes

## 4. **Standard References**

4.1 There are no particular references to the Strategic Plan; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications.

### **Background Papers**

Waste Prevention & Recycling Options Appraisal Report – January 2009

## WASTE PREVENTION AND RECYCLING OPTIONS APPRAISAL

TASK AND FINISH GROUP – (Policy Review and Development Panel)

**Chairman: Cllr Nick Barlow**

### Terms of Reference:

This Task and Finish Group has been set up to aid the Portfolio Holder for Waste and Street Services in considering the reduction of waste arisings, the amount of residual waste going to landfill and other matters relating to the Waste Prevention and Recycling Options appraisal.

The group will also consider the types of waste collection services being offered elsewhere in other waste collection authority areas and the levels of recycling performance being achieved.

The group will need to have particular regard to the types and frequency of materials collected and the issues around the collection of food waste.

### Desired Outcomes:

Improved understanding of the potential benefits, risks and costs associated with the options identified in the appraisal

Improved understanding of the implications to the Council of changes to the waste collections service

Maximising participation in kerbside recycling schemes

Improved understanding of the changes required to achieve recycling performance above 50%

Achievement of decreased amounts of waste to landfill

Improved understanding of customer behaviour issues in waste management

Agreement by group members on option/s to take forward

Acknowledgement of the waste hierarchy when assessing future options

## PROCEDURE GUIDE

<b>Witnesses (who/Why)</b>	<b>Organisation/Individual</b>
<p>Officers of Street Services together with expert witnesses as advised and requested</p> <p>To advise the group as to the likely outcomes and technical implications of the various alternative options</p>	
<b>Documents / evidence / research (what/why)</b>	<b>Information gathered</b>
<p>Waste prevention and recycling options appraisal</p> <p>Waste to resources strategy</p>	
<b>Site visits/engaging public/partners (where/why)</b>	<b>Information gathered</b>
<p>Proposals to be put to the group as appropriate</p>	
<b>Consultation / research (why/who)</b>	<b>Information gathered</b>
<b>Other methods used</b>	<b>Information gathered</b>

### Witnesses

### Question Plan

<b>Who / What / Where / Why / When / How ?</b>	<b>Information Obtained</b>

<b>Task &amp; Finish Group Subject</b>	WASTE PREVENTION AND RECYCLING OPTIONS APPRAISAL
<b>Start Date</b>	August 2011

### Terms of Reference

This Task and Finish Group has been set up to aid the Portfolio Holder for Street and Waste in considering the reduction of the amount of residual waste going to landfill. The group will need to have particular regard to the types and frequency of materials collected and the issues around the collection of food waste with an emphasis on monitoring the trial agreed in certain areas of the Borough. The group will also consider the types and methods of waste collection services being offered in other similar waste collection authority areas and the levels of recycling performance being achieved.

### Specific questions to be answered or concerns to be addressed

Following the consultation in 2010 it was agreed that the Task and Finish Group's work would continue concentrating on two streams in particular:  
**Food waste collection** – to further explore the benefits of food waste collection and to monitor the one-year trial agreed by the Portfolio Holder for Street and Waste commencing in November 2011 in the following areas:

- Mile End and Tiptree: route 4 and 1 collected on Tuesday
- Greenstead: route 4 collected on Wednesday
- Fingringhoe and Abberton: route 10 collected on Thursday
- Stanway: route 1 collected on Friday

**Strongly encourage participation** – investigating methods to encourage further participation in recycling including looking at experience elsewhere from the use of incentives, enforcement and collection methods.

### Relevance to the Strategic Plan and Corporate Priorities

This work supports the 'Clean & Green' aim and the Reduce, Reuse, Recycle priority

### Key Stakeholders, Partners or other agencies involved

Ward Councillors in the areas of the trial  
 Essex County Council  
 Eastern Waste Disposal  
 Street Services Zone teams and Professional Support Unit

### Evidence and research to be gathered

### ***Food Waste Trial***

The Panel will receive regular updates on the work undertaken in preparation for the trial, particularly the communication strategy. On the commencement of the trial the Panel will receive updates on participation rates, tonnages collected and impact on residual waste and other recycling schemes.

Site visits to the processing business which receives the food collected will be arranged as well as the opportunity to discuss the service with the crew and residents.

For background reading the Portfolio Holder report agreeing to the commencement of a Food Waste Trial is attached with the address list of the properties involved.

### ***Strongly encourage participation***

The Panel will receive 3-monthly updates on recycling & composting rates, waste to landfill tonnages and indicative participation levels. Any schemes undertaken by Zone teams or the Recycling & Fleet service will be advised to the Panel.

In doing this the Panel will need to consider how the Council can:

- maximise participation in kerbside recycling schemes
- improve its collection arrangements with particular focus on the supply of black sacks for residual waste
- improve understanding of the changes required to achieve recycling performance above 50%
- achieve of decreased amounts of waste to landfill
- improve understanding of customer behaviour issues in waste management

## **Timescales, Communications and Reporting**

The key dates are:

### ***Food Waste Trial***

Preparation for trial: August to October 2011

Trial commences: November 2011

3 month trial review: February 2012

6 month trial review: April 2012 - decision on moving to fortnightly residual waste collection

9 month trial review: August 2012

12 month trial review: November 2012 – decision on continuation and expansion of trial to other parts of the Borough or Borough-wide

### ***Strongly encourage participation***

Statistics on recycling and composting rates; landfill tonnages and indicative participation levels to be supplied on the following dates:

6-monthly performance: October 2011

9-monthly performance: January 2012

12-monthly performance: May 2012

3-monthly performance: July 2012

6-monthly performance: October 2012

## **Reporting**

It is recommended that the Panel produces:

- A report in **March 2012** to the Policy Review and Development Panel and the Portfolio Holder for Street and Waste on their views on the Food Waste Trial, what is working, what needs improving and their recommendation on the introduction of fortnightly residual waste collection in trial areas.

A report in **November 2012** to the Policy Review and Development Panel and the Portfolio Holder for Street and Waste on:

- Their views on the Food Waste Trial and their recommendation on maintaining the service in the trial areas and extension to further areas of the Borough.
- Their recommendations on improving participation in all the other recycling schemes and residual waste collection arrangements in the Borough

<b>Chairman</b>	
<b>Members</b>	
<b>Lead Officer</b>	Paul English, Group Manager – Recycling & Fleet, Street Services

16 September 2013

<b>Report of</b>	<b>Assistant Chief Executive</b>	<b>Author</b>	<b>Amanda Chidgey</b>
<b>Title</b>	<b>Work Programme 2013/14</b>		<b>☎ 282227</b>
<b>Wards affected</b>	Not applicable		

This report sets out the current Work Programme 2013/2014 for the Policy Review and Development Panel.

## 1. Decisions Required

- 1.1 The Policy Review and Development Panel is asked to note the current situation regarding the Panel's work programme for 2013/14.

## 2. Alternative options

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

## 3. Introduction

- 3.1 The terms of reference for the Panel involve reviewing and making recommendations on strategies and policies at the request of the Cabinet or a portfolio holder and making recommendations back to Cabinet for decision. In addition the panel can proactively identify issues requiring review and, accordingly, seek Cabinet's agreement as to whether and how they should be examined.
- 3.2 The Panel's work programme will evolve as the Municipal Year progresses and items of business are commenced and concluded. At each meeting of the Panel, the opportunity is taken for the work programme to be reviewed and, if necessary, amended according to current circumstances.

## 4. Supporting Information

- 4.1 The Work Programme has been updated since the meeting of the Panel held on 5 August 2013 to reflect the decisions that were made at the meeting in relation to the deferral of the 20 mph Speed Limit Task and Finish Group Update to the meeting in November 2013 and for an update from the Waste and Recycling Task and Finish Group to be submitted to this Panel's meeting.
- 4.2 In addition, following the Chairman's suggestion regarding the issue of Fracking, a request has been formally submitted to Cabinet to consider the merits of a report being provided to a future meeting of the Panel giving details on the process and its implications for Colchester.

## 5. Strategic Plan References

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

## **7. Standard References**

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

**Policy Review and Development Panel  
WORK PROGRAMME 2013/14**

	<b><u>17 June 2013</u></b>		<b><u>5 August 2013</u></b>	<b><u>16 September 2013</u></b>
<b>Policy Initiatives</b>			European Funding	Behaviour Change Economic Growth (including youth employment)
<b>Review of Corporate Policies</b>	Environmental Sustainability			
<b>Task and Finish Groups</b>				Waste and Recycling // Update

	<b><u>4 November 2013</u></b>		<b><u>13 January 2014</u></b>	<b><u>10 March 2014</u></b>
<b>Policy Initiatives</b>	Transportation Strategy		Market Strategy Zone Working	Housing / Homelessness / Welfare Reform
<b>Review of Corporate Policies</b>	Equality and Diversity // Annual Report			
<b>Task and Finish Groups</b>	20 mph speed limit // Update			

<b>Task and Finish Groups</b>	<b>Membership 2013-14</b>
Waste Prevention and Recycling Options Appraisal	Councillors Cope, Cory, Lissimore, B. Oxford, Willetts and J Young
20 mph	Councillors Harrington, Lilley, G Oxford, L Sykes and Parish Councillor Gili-Ross

