

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Wednesday, 12 October 2016 at 18:00**

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

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COLCHESTER BOROUGH COUNCIL
Cabinet
Wednesday, 12 October 2016 at 18:00

Members:

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

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

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

1 Welcome and Announcements

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

2 Urgent Items

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

3 Declarations of Interest

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

may wish to note the following:-

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

4 Minutes

To confirm as a correct record the minutes of the meeting held on 7 September 2016.

Minutes 07-09-16

7 - 14

5 Have Your Say!

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

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

6	Call-In Procedure	
	To consider any items referred by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.	
7	Business, Leisure and Opportunities	
7(i)	Colchester Borough Council Events Policy	15 - 26
	See report by the Chief Operating Officer	
7(ii)	Rural Skills Training	27 - 30
	See report by the Assistant Chief Executive	
8	Resources	
8(i)	2017/18 Revenue Budget Update	31 - 38
	See report by the Assistant Chief Executive	
8(ii)	2015/16 Year End Review of Risk Management	39 - 64
	See report by the Assistant Chief Executive	
9	Safer Communities and Licensing	
9(i)	North Essex Parking Partnership - Extension of Joint Committee Agreement	65 - 74
	See report by the Head of Operational Services	
10	Resources/Waste and Sustainability	
10(i)	Contract Award for Liquid Fuels	75 - 76
	See report by the Head of Operational Services	
11	General	
11(i)	Progress of Responses to the Public	77 - 78
	To note the contents of the Progress Sheet	

12 **Exclusion of the Public (Cabinet)**

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

Part B

(not open to the public including the press)

CABINET

7 September 2016

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

Also in attendance: - Councillors Barlow, Coleman, Hazell, Laws, Scordis and
Willetts

98. Minutes

RESOLVED that the minutes of the meeting held on 13 July 2016 be confirmed as a correct record.

99. Have Your Say!

The High Steward, Sir Bob Russell, addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). The Museum Resource Centre was a building of historical significance, given its industrial heritage. The Council had previously considered that the building needed to be retained. In considering the future of the building the Cabinet should reflect on its historic significance and the uses to which it is put. He would be willing to meet with Cabinet to discuss other potential uses for the building.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, thanked the High Steward for his comments, which would be taken into consideration when the Cabinet discussed the issue.

100. 2016/17 and 2017/18 Budget Update

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

Councillor Laws attended and, with the consent of the Chairman, addressed the Cabinet to express his disappointment that the Roman Walls would not be lit. It was important that Colchester promoted its heritage, which was its greatest asset. Given that the Council had given money to community groups, there was funding available. If the Museum Resource Centre was to be sold, he hoped that the funds would be reinvested into heritage and that some artefacts would be retained in Colchester.

Cabinet received a presentation from Karen Loweman, Director of Housing, Colchester Borough Homes, on the demand for housing in Colchester. This addressed the levels of housing demand and homelessness in Colchester. She explained the approaches taken to prevent homelessness and the impact of living in temporary accommodation. The challenges faced by homeless families in setting up a new home were highlighted together with the help the Council provided to families. In particular the help that the rent deposit guarantee scheme and new start home scheme would provide to vulnerable families was emphasised.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, thanked Karen for the presentation. He highlighted that there were 267 children in temporary accommodation in Colchester and that at current rates it would take 6 years to clear the housing waiting list. Only limited new social housing units would become available and the Council could no longer build housing itself. There was increased homelessness from the private rented sector, resulting from landlords no longer being able to afford their mortgages. The proposals in the report would allocate funding to help address homelessness, together with other priorities such as the town centre, businesses and the voluntary sector.

Councillor Cory, Portfolio Holder for Resources, presented the report to the Cabinet. The proposals in the report allocated funds to key priorities. In terms of the Roman Walls, the administration had invested heavily in the walls to maintain them to a high standard. The estimated cost of lighting the walls was £250,000. Funds were being allocated to projects such as the rent deposit scheme and the home start up scheme which would ameliorate the impact of government policies. It was proposed to “apply to accept” the proposed 4 year funding settlement. Whilst this meant that by 2019/20, the Council would be providing funding back to the Government, it was likely that if it was not accepted, then a more draconian settlement would be imposed. Overall the proposals contained in the report were prudent and would help the administration support vulnerable residents and community groups.

Councillor Bourne, Portfolio Holder of Housing and Public Protection, explained that the Council was under a duty to help those who were homeless or were threatened with becoming homeless. This was particularly difficult at present as there was little movement in the housing market band and therefore there were comparatively few properties available. Placing families in temporary accommodation removed them from their support networks, such as schools, families, GPs and transport links and therefore the Council pursued alternative options where possible. The proposal to fund a rent deposit scheme would allow a number of vulnerable families to move into the private rented sector and the home start up scheme would help rehoused families on low incomes acquire essential furnishing and appliances without resorting to high street loans at high interest. These schemes would make a huge difference to families in need.

Councillor T. Young, Portfolio Holder for Culture and Regeneration explained that whilst the administration would like to light up the Roman Walls, it had invested in improving and maintaining the walls, there were more important priorities that required funding. As well as the important funding towards addressing homelessness, £40,000 had been allocated to fund events in and around the town centre which would deliver economic benefit, increase tourism and boost the town centre. Councillor Annie Feltham, Portfolio Holder for

Business, Leisure and Opportunities, highlighted the £100,000 provided for grant funding which would enable residents to support their local communities.

RESOLVED that:-

- (a) Funding be reallocated as set out in paragraphs 5.3 and 5.4 of the Assistant Chief Executive's report.
- (b) The updated 2017/18 budget forecast as set out at paragraph 6.2 showing a current gap of £625k and the progress made to identify savings to assist with the delivery of the budget strategy be noted.
- (c) To "apply to accept" the Government's 4 year funding settlement with the publication of a required efficiency statement delegated to the Assistant Chief Executive in consultation with the Portfolio Holder for Resources.
- (d) It be noted that it is assumed that the Essex business rates pool will continue in 2017/18 and that an updated position will be reported to the next Cabinet meeting.
- (e) The Assistant Chief Executive in consultation with the Portfolio Holder for Resources will reply to the Government consultation on 100% localisation of business rates.
- (f) The changes to the Treasury Management Strategy set out in section 8 of the Assistant Chief Executive's report including the change to the MRP policy be agreed.

REASONS

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

The Assistant Chief Executive's report relates to the budget update, review of the current year's budget allocations, the Government's 4 year settlement offer and revisions to the treasury management strategy.

ALTERNATIVE OPTIONS

There are different options that could be considered and as the budget progresses changes and further proposals will be made and considered by Cabinet and in turn Full Council.

The Council could choose not to accept the Government's 4 year settlement offer, however, this would not provide the certainty in respect of future funding and may result in lower grant funding in the coming three years.

101. Disposal of Museum Resource Centre

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

Councillor T. Young, Portfolio Holder for Culture and Regeneration, introduced the report and explained that the Museums Resource Centre was no longer fit for purpose. The Cabinet had visited the site and had noted the difficult working conditions experienced by staff working there. Whilst the concerns of the High Steward about the future of the building were noted, this could be addressed by the consideration of suitable conditions about the future use of the building. The current storage facility at Heckworth Close would be extended to provide modern office accommodation for museum staff and many resources would also remain in Colchester. Some archaeological material that was rarely accessed would be transferred to a deep store in Cheshire, but digital copies would be kept and these resources could be returned on request. The administration was also looking at how more of the collection could be displayed in Colchester.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, explained that the capital receipt that would be generated from the sale of the Museum Resource Centre would be reinvested in the service and used to fund the extension of the facility at Heckworth Close.

RESOLVED that:-

- (a) The disposal of the Museum Resource Centre (MRC), 14 Ryegate Road, be approved.
- (b) The capital receipt from this sale be used for the extension of the Museum Store at Heckworth Close to allow the move of the service
- (c) Authority for the decision on the sale be delegated to the Chief Operating Officer, in consultation with the Portfolio Holder for Culture and Regeneration.

REASONS

The MRC houses a range of functions for the Museum Service but is no longer fit for purpose. Significant spend would be required to bring the building up to a standard for the service.

We have looked at a range of options for an alternative location for the services working in the building and have identified that our Museum Store at Heckworth Close can be extended at a reasonable cost to accommodate these and providing more modern working conditions for our staff.

The building is in a very sought after location next to the park and has views over the Castle, making it attractive to developers.

ALTERNATIVE OPTIONS

To not sell the building, however the building will be surplus to operational requirements

To keep the building and redevelop ourselves. While this option could be delivered it has

been agreed that the capital receipt from the sale will be available for the relocation of the services currently in the building and this would then be unaffordable

The capital receipt could be used for a range of other purposes, however this would mean the move would not be possible

102. Year End Performance Report Including Progress on the Strategic Plan Action Plan

The Assistant Chief Executive submitted a report a copy of which had been circulated to each Member together with minute 77 of the Scrutiny Panel meeting of 19 July 2016.

Councillor Willetts attended and with the consent of the Chairman addressed the Cabinet to express his concern about the performance on KI W1 (residual household waste per household) and K1 W2 (household waste reused, recycled and composted), which had both not been met. Colchester's place on the league tables of best performing authorities in Essex had slipped in recent years, and Councillors should be given access to the latest figures. The administration should look at the best performing authorities in Essex and emulate them. More resources needed to be put into the service.

Councillor T. Young, Portfolio Holder for Culture and Regeneration, stressed that the report demonstrated an excellent level of performance overall. A very high percentage of targets had been met.

Councillor Graham, Portfolio Holder for Waste and Sustainability, explained that the administration was seeking to improve the performance on these indicators and more resources were being put in the Waste and Recycling Service. The results of the consultation on waste and recycling options would be published imminently. Information about the league table of Essex authorities was freely available.

Members of the Cabinet also highlighted Colchester Borough Homes performance on the Housing key Indicators and the performance on the payment of benefits. The high level of performance in these areas made a huge difference to vulnerable residents. The performance on the key indicator relating to staff sickness was also highlighted. This target had now been met which was indicative of improved staff engagement.

RESOLVED that:-

- (a) The performance update for the Council's key performance update for the period 31 March 2016 be noted.
- (b) The key performance indicators proposed for 2016/17 at Appendix 1 of the Assistant Chief Executive's report be agreed.
- (c) The progress of the Strategic Plan Action Plan for the year ending 31 March 2016 at Appendix 2 of the Assistant Chief Executive's report be noted.

REASONS

The Council has agreed a number of key performance measures which it uses to help

monitor progress and improvement. The report provides an update on the indicators and a review of progress against the Strategic Plan Action Plan along with our proposals for 2016/17 indicators.

ALTERNATIVE OPTIONS

No alternative options were proposed.

103. Local Government Ombudsman - Annual Review 2015/16

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

RESOLVED that the contents of the Local Government Ombudsman's Annual Review Letter for 2015-16 be noted.

REASONS

To inform the Cabinet of the number of complaints received by the Local Government Ombudsman in relation to Colchester during 2015-16.

ALTERNATIVE OPTIONS

No alternative options are proposed.

104. Recommendation from the Governance and Audit Committee

Cabinet considered the recommendation contained in minute 12 of the Governance and Audit Committee meeting of 26 July 2016.

Councillor Willetts attended and with the consent of the Chairman addressed the Cabinet to express his concern about the conduct of the Governance and Audit Committee meeting on 26 July 2016. He was concerned that the complaint against Councillor Buston had been politically motivated. He welcomed the recommendation to Cabinet and hoped it would be adopted. Whilst he was pleased that a member briefing on issues relating to travellers had been arranged for 13 October he hoped that this would cover issues relating to the rights of Councillors to raise residents' concerns that had been highlighted by this complaint.

Adrian Pritchard, Chief Executive, explained that if Councillor Willetts had concerns about the conduct of the Governance and Audit meeting on 13 October 2016 these should be addressed by formally referring them to the Monitoring Officer.

Councillor Bourne, Portfolio Holder for Housing and Public Protection, explained that the Police and Crime Commissioner for Essex was arranging a meeting with the Leaders, Chief Executives and relevant Portfolio Holders of all Essex local authorities to discuss the issue and find a way forward with the Essex County Travellers Unit. This was welcomed and an update would be provided at the member briefing on 13 October 2016.

RESOLVED that a private meeting between Colchester Borough Council Councillors,

Colchester Borough Officers, Essex County Council, Essex Police and the Essex Countywide Traveller Unit be held to share information and provide an update on the situation within Colchester.

REASONS

Cabinet welcomed the recommendation from the Governance and Audit Committee as it would provide an opportunity to share information and provide an update on the situation in Colchester.

ALTERNATIVE OPTIONS

It was open to the Cabinet not to accept the recommendation from the Governance and Audit Committee.

105. Progress of Responses to the Public

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


RESOLVED that the contents of the Progress Sheet be noted.

REASONS

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

ALTERNATIVE OPTIONS

No alternative options were presented to the Cabinet.

Report of	Chief Operating Officer	Author	Graham Lewis
Title	Colchester Borough Council Events Policy		 8690
Wards affected	Not applicable		

This report concerns the adoption of a new Events Policy for Colchester Borough Council

1. Decision(s) Required

1.1 To approve and adopt the new Colchester Borough Council Events Policy attached at Appendix 1 to this report.

2. Reasons for Decision(s)

2.1 To ensure that Commercial Services and the Events Management Team deliver events to the requirements of the Policy

3. Alternative Options

3.1 To not approve the policy. However, this would mean that the Commercial Services and the Events Management Team would be working without the benefit of an agreed policy, which would impact on the efficiency and effectiveness of the service.

4. Supporting Information

4.1 At its meeting on 2 September 2015 Cabinet considered a recommendation from the Trading Board and agreed a Business Plan relating to the centralisation, under Commercial Services, of events management within Council venues. The centralised team have been in place since April this year and have developed new working practices and opportunities which are reflected in the new Events Policy.

5. Proposals

5.1 It is proposed that the Events Policy is approved and adopted by Cabinet

6. Strategic Plan References

6.1 This policy fits with Strategic Plan priorities of Welcoming, Thriving, Vibrant and Prosperous

7. Consultation

7.1 The Events Policy has been created using the experiences and input of various services across Colchester Borough Council.

8. Publicity Considerations

8.1 A full marketing and communications plan is in place for the launch of the Events Policy, including a public launch for invited guests at a Business Breakfast and full public launch at a planned Wedding Fair.

9. Financial implications

9.1 The Events Management service have been given financial targets for income generation for the Council – the Events Policy will assist in providing clear guidance for how this can be achieved.

10. Equality, Diversity and Human Rights implications

10.1 An existing EIA (Equality Impact Assessment) is in place. it is not affected by the new Policy

11. Community Safety Implications

11.1 Community safety considerations have been taken into account.

12. Health and Safety Implications

12.1 There would be no harm to the health and safety of the general public and the actions taken as a result of the decision are as safe as is reasonably practicable.

13. Risk Management Implications

13.1 Agreeing with the recommendation will ensure that the events management team deliver to the requirements of the events policy and that all commercial and community opportunities are delivered to the highest standards, taking into account the requirements of the Council, residents and the wider community.



Events Policy

The intelligent way to plan

2016 draft for approval

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Colchester Borough Council

Events Policy

Context

Colchester Borough Council operates a variety of venues across the borough. All of these venues are able to host a wide range of events, from charitable through to full commercial events.

Aims of the Events Policy

To provide a clear framework for the consideration, programming and operation of a variety of commercial and community events across Council venues to enable a wide range of sporting, recreational, cultural, social and educational activities in line with the Council's strategic aims of being:

Vibrant - promoting our heritage and working hard to shape our future

Thriving - attracting business and selling Colchester as a destination

Prosperous –generating opportunities for growth and supporting infrastructure

Welcoming -a place where people can grow and be proud to live.

Objectives of the Events Policy

- Support and enable cultural, educational and leisure activities which widen access and increase participation from all sectors of the community.
- Encourage activities that enhance the quality of life for visitors, encourage healthy living and promote diversity.
- Enable the Council to offer its venues for suitable commercial purposes to generate revenue from events which are in line with the Council's strategic aims.
- Use local products, services and people where possible to encourage active citizenship and promote a positive image of Colchester regionally, nationally and, where appropriate, internationally.
- Attract visitors and events to Colchester to bring investment, jobs and prosperity to the local economy.
- Promote Colchester as a destination with a strong heritage complemented by a vibrant contemporary culture.
- Manage events so as to protect, preserve and enhance the historic nature of the Council's venues.

To meet these aims and objectives, events will fall into five broad categories.

1. Commercial events of local, national or international importance or significance that support the aims and objectives of the Events Policy and promote the borough to a wider audience and encourage visitors to the town and bring revenue to the Council.
2. Local commercial events that generate revenue for the Council, including weddings, parties, meetings, receptions and other suitable private bookings in line with the Council's commercial competitors.
3. Events organised by registered charities and/or voluntary groups for the purpose of raising money for local and national charities and/or community groups.
4. Events and activities that aim to enhance the environment of the parks, open space or borough venues that educate users, encourage participation and promote the leisure activities or opportunities available.
5. Civic events

Event Costs

All events, regardless of size, have a cost to the Council for staff time, hiring of equipment and services, organisation, set-up and clear-down. The Council is unable to subsidise these costs and will pass these on to all event organisers.

For selected charitable events these costs will be kept as low as possible and be run on a 'cost-neutral' basis.

Any appropriate costs must be paid before the event is permitted to take place.

For certain events, some or all of the advance payments may be waived (in instances such as profit share or payment in kind).

Event Programme

- Regular annual or biannual events will normally be given priority but the Council will not guarantee the provision of a site to any particular event or organising body based on previous use alone – and can refuse events based on income, payment and performance history.
- The Council will give priority to those events that have a record of being well-promoted and well-managed with a safe and high quality visitor experience.
- Castle Park, the Town Hall, Charter Hall and the Castle will be promoted for events of civic importance and events which promote Colchester regionally, nationally or internationally, or are of wide-ranging interest.
- Organisers of 'niche' events and activities with minority or local interest will be encouraged to utilise some of Colchester's other parks that are closer to their community.
- The Council will aim to achieve a well-balanced programme of events across the borough's event venues.

Permitted Events

Examples of these would generally include:

- Civic events
- Arts and cultural Events
- Musical concerts
- Firework displays
- Fairs
- Drama
- Historic re-enactment
- Military Festivals
- Religious Events
- Political Activities
- Exhibitions
- Sporting and recreational events
- Children's activities
- Entertainment events
- Shows, Exhibitions and Craft fairs
- Bona fide Animal Breed Exhibitions or Shows
- Circuses (see Programme Exclusions below)
- Guided and Sponsored Walking Tours
- Environmental and horticultural demonstrations
- Private Events (weddings, parties etc.)
- Business and Corporate events
- Other events not included here as approved by the Council.

Private Events

These will include weddings, parties, meetings and similar. These will all be available on a full commercial basis in competition with other local providers.

Council officers will use their experience to programme a full calendar of private events each year which will bring in revenue to the Council. All private events will meet all the necessary requirements for licences, insurance and health and safety, as with all Council events.

Programme exclusions

These would generally include:

- Any event likely to provoke public disorder.
- Any event that includes the use of performing animals, except those which are normally regarded as domesticated in the United Kingdom (horses, dogs, cats, birds used in falconry demonstrations, caged birds and rabbits) which may be used as an ancillary part of a performance.
- Any event that would cast doubt on the integrity of the Council, or that the Council believes may be of questionable public morality.
- The relevant Council Portfolio Holder will have the discretion and ultimate decision on determining whether a proposed event falls within the programme exclusions.
- Balloon releases and Chinese lantern launches are not permitted.

Charges

Hire fees and service charges are levied for the use of Council venues, and are reviewed and approved annually by the Council's Portfolio Holder. Charges are benchmarked with competitors for commercial events.

Discounts may be offered, at the discretion of the Operations Manager – Events, as seen fit by the commercial needs of the business. A flexible pricing approach will be used to remain competitive, such as during low demand periods, to secure the booking or multiple bookings, to secure high profile events or to achieve budgetary targets.

Some registered charities and non-profit making community groups may be offered their hire at a reduced charge. Charges will be made for the use of staff, materials and equipment supplied by the Council during the event.

The Council may be able to assist with the selling of tickets for events subject to a commission fee.

Environmental Protection

- The Council shall ensure that event organisers comply with all relevant legislation relating to the control of noise and the protection of the immediate and local environment.
- Organisers are encouraged to work with residents and relevant authorities to minimise the impact of events on the community. Where considered appropriate by the Council, organisers will be required to inform local residents in advance of major events that may cause local disruption.
- For outdoor events, the protection of the environment, wildlife and features will take precedence and will be considered when planning events. Where necessary, the Council will secure a bond from the organiser in advance for re-instatement and repairs following events.
- The Council does not allow the release of balloons or lanterns on any sites due to the environmental impact caused by such an activity.
- In the case of severe weather creating very wet ground conditions, the Council reserves the right to cancel the event, or require the event organiser to introduce ground protection measures to avoid excessive damage to the fabric of the park or open space, at the event organiser's expense. Requirements may include the close supervision of vehicle movements to minimise damage. The cost of repair and reinstatement by the Council's approved contractors is charged to the event organiser. If severe weather makes it necessary to cancel an event, the Council will not be liable for any costs. The decision to cancel an event due to severe weather is taken by the Council's Head of Service, whose decision is final.
- In the case of severe winds creating dangerous conditions associated with trees on site or temporary structures – including but not limited to Inflatables and Marquees - the Council reserves the right to cancel the event or require the event organiser to cordon off areas where the public may be at risk and continually monitor the risks. Such requirements will be at the event organiser's expense.

Event Promotion and Programming

The Council will:

- publicise public events through its various media and other channels.
- advise prospective event organisers of upcoming events. It will seek to avoid similar events clashing by having a minimum four weeks' separation between events of similar character and attraction at the same location.
- seek to offer a wide and varied programme of events to the public in meeting the objectives of this Events Policy. Applications for events will be dealt with on a 'first come first served' basis except where a recurring annual event is given priority if they are staged on regular dates.
- consider events on the basis of those permitted events and programme exclusions as referred to above. References may be required and taken up where the content of an event needs further confirmation. The Council accepts no responsibility for the impact of refusing an event.
- schedule events in agreement with the Council's venues in relation to capacity and regularity.

Promoters and organisers remain responsible for the marketing and promotion of their event and shall be required to make adequate provision for it and comply with the relevant licensing and planning legislation.

Operation

- Event organisers cannot hold an event in a Council venue without the Council's written permission. This permission will be granted at the discretion of the Council and only following satisfactory completion of the Event Application documents. Evidence of adequate insurance and risk assessment will also be required.
- The majority of outdoor events are hosted between 1 April – 30 October. Some events outside of this time will also be permitted where the environment and features can be adequately protected.
- Operating hours for outdoor events will be between 9am to 11pm (excluding set-up and set-down). In exceptional circumstances an extension of these hours may be sought from the licensing authority for celebrations on festival days such as New Year's Eve and Bonfire Night, on civic occasions, or where celebration of a significant local, regional or national event is required.
- Outdoor events where admission is charged for entry will be permitted. However, the Council will seek to minimise the impact that these events have on regular users. The Council will encourage organisers and promoters to offer free entry to their events wherever possible.
- Firework displays and other pyrotechnics will only be permitted where they are an integral part of an event such as New Year's Eve and Bonfire Night celebrations, civic events, military festivals, historical re-enactments, certain musical concerts and private functions (by prior agreement).

- The Council will inform local resident associations and outdoor user groups of the event programme for each outdoor venue, and will consider their views during the planning stages for each event. Organisers of larger events will be encouraged to liaise directly with these groups to minimise any disruption or disturbance (this can be carried out by the Council on their behalf at an additional charge) and to limit the impact that their event might have on local communities.
- All events at Council locations are subject to specific terms and conditions which need to be agreed and signed prior to the event. Council staff will go through these requirements with each organiser.

Licensing

- In accordance with the Licensing Act 2003, outdoor event organisers will be required to obtain Temporary Events Notices and all appropriate licences and permissions from the relevant authorities, where these are not already provided for under the terms of a Premises Licence.
- The event organisers will be responsible for ensuring that their event complies with the relevant Temporary Events Notice or Premises Licence. Compliance will be strictly monitored by the Council's Authorised Officer, Designated Premises Supervisor or appointed deputy.
- Organisers, during all licensable activities, shall be required to promote the four licensing objectives:
 1. The Prevention of Crime and Disorder.
 2. Public Safety.
 3. The Prevention of Public Nuisance.
 4. The Protection of Children from Harm.
- Organisers are required to read, understand and put into practice the Council's Policies relating to Noise Control, the Sale of Alcohol, Proof of Age, Safeguarding Children and Adults, Registered Security and Drugs.

Insurance

Organisers are required to obtain and provide evidence to the Council of Public and Employers Liability Insurance to a minimum value of £5 million.

This minimum figure is subject to review and may be updated at any time on the advice of the Council's insurers. For some events, the Council may request a higher minimum value.

Promoters and organisers will be responsible for ensuring that all participants and contractors are adequately insured.

Health and Safety

Event organisers will be required to provide evidence where required by the Council that they are complying with:

- All relevant Health and Safety Legislation, and
- The Council's own Health and Safety Policy and procedures.
- If deemed necessary using predefined criteria, presentation of Event Safety Documentation may be required at a Safety Advisory Meeting.

Safeguarding Children and Adults

Event organisers, their employees and contractors will be required to comply with the Council's Safeguarding Children and Adults Policy.

The content of each event shall be considered by the Council and an age limit agreed with the Organiser. These limits will be monitored by the Council and failure to comply with them may result in the closure of the event.

All organisers and promoters will be required to provide evidence of procedures for dealing with lost children.

Monitoring of Standards and Customer Satisfaction

Organisers of annual or bi-annual events are required to monitor customer satisfaction and take any appropriate action at future events. The details of all public consultation are to be supplied to the Council.

Organisers of annual or bi-annual events are required to carry out reviews of their events to learn from their experiences, to improve on the product being provided and the impact on local residents. The Council may require a clear Action Plan setting out the lessons learnt and the improvements to be incorporated in future years before approving subsequent events.

No event organiser shall make an assumption that there is any form of guarantee or contract with the Council for continuation of annual events.

The Council will monitor standards, customer satisfaction and feedback and will liaise with organisers to instigate improvements if appropriate.

Report of	Assistant Chief Executive	Author	Matt Sterling
Title	Rural skills training		282577
Wards affected	All.		

This report concerns the progress made providing rural skills training in Colchester using section 106 funding.

1. Decision(s) Required

- 1.1 To note the progress providing rural skills training through section 106 funding in Colchester.

2. Reasons for Decision(s)

- 2.1 The Council's Strategic Plan includes a priority to support people to develop their skills for employment.
- 2.2 In 2009, Northumbrian Water Group Ltd was granted planning permission to extend the Abberton reservoir to meet increased demand for water supplies. As part of this agreement, the Council signed a 'Section 106' agreement with Northumbrian Water requiring them to provide financial and other forms of support for the provision of training for people from the borough in rural skills.
- 2.3 Since then the Council has been working with partners to implement this agreement and to secure the desired training.

3. Alternative Options

- 3.1 The principal alternative to this decision would be to cease to support this work. However, the section 106 funding can only be used for this purpose and so this money cannot be redirected to other priorities.

4. Supporting Information

- 4.1 The Index of Multiple Deprivation 2015 includes a measure of educational attainment and skills in the population broken down to small neighbourhoods ('Super Output Areas'). The Index shows that 35 out of Colchester's 105 small neighbourhoods fall into the top 40% of the most deprived neighbourhoods in the county for educational attainment.
- 4.2 In response to this need of some residents to improve their employability skills, the Council included a 'section 106' requirement relating to rural skills in the planning agreement for the extension of the Abberton Reservoir. In it, Northumbrian Water is required to provide funding to enable rural skills training to be offered to local people.
- 4.3 Section 106 agreements, agreed alongside large-scale planning permissions, make financial and other provisions to mitigate the effects of developments.
- 4.4 Alongside rural skills training, this Section 106 agreement also provided £64,000 to successfully enable the provision of broadband in rural areas of the borough including Peldon, Salcott-Cum-Virley, Great and Little Wigborough, Winstred Hundred and Layer Breton.

- 4.5 Since the agreement was signed, the Council has been working with Essex County Council, Northumbrian Water, Essex Wildlife Trust, and the Rural Community Council for Essex to implement this initiative.
- 4.5 To deliver the training, a charitable organisation (recently awarded registration with the Charity Commissioners), was created. This organisation, known as Abberton Rural Training or ART, provides training and support suited to the needs of rural communities, enabling routes into further training and employment. Courses include land-based skills, construction, horticulture and employability programmes.
- 4.6 ART has been very successful at attracting other sources of finance to supplement the section 106 funding. Investment has been secured from several sources including the Department of Work and Pensions and the NatWest Skills & Opportunities Fund.
- 4.7 ART has now delivered two academic years of training to students. In these first two years, ART has given training to over 200 participants with many going on to further education or employment. A typical case study of an ART student is shown below:
“One of our youngest participants, TJB had been in the social care system for many years and struggled through the traditional education system. Suffering with ADHD with autistic traits, and being a carer for his mum, he has not had an easy life, yet we could see that he was bubbly and bright underneath. He became a core part of the project, volunteering on extra days, and wanting to do more to support the project which was giving him so much back. He attended events with us, coming across exceptionally well. He has now found part time work and is continuing on the course until he finds a full time position.” (Source: ART Second Year Overview).
- 4.8 Outcomes from the first years include 16 students into employment, 2 into self-employment, 28 into volunteering and 35 into further education.
- 4.9 ART has now started their third academic year. To date they have been temporarily housed in a building at the Abberton Reservoir site but are about to move to space on the Alderman Blaxhill School site. During the coming months they will be looking to identify a new academic strategic partner institution, as well as permanent accommodation. It is likely the remaining section 106 funds will be used to help secure this accommodation.

5. Proposals

- 5.1 To note the progress providing rural skills training and support the further development of this initiative.

6. Strategic Plan References

- 6.1 The initiative contributes to the achievement of the Council’s strategic goal to:
 “Support people to develop the skills needed by employers in the future to take advantage of higher paid jobs being created”.

7. Consultation

- 7.1 Interested parties were consulted as part of the process to determine the initial Abberton Reservoir planning application. Since then, partners and stakeholders have been involved through a steering committee and through ART’s management structure.

8. Financial implications

- 8.1 The funding the Council has provided for this scheme has been from the Abberton Reservoir Extension section 106 agreement. To date £210,000 has been provided for start-up and core costs. This funding has supported ART to enable them to attract

considerable external funding. The remaining funding (approx. £100,000) is likely to be used to help secure ART permanent accommodation.

9. Standard References

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



Cabinet

12 October 2016

Item
8(i)

Report of	Assistant Chief Executive	Author	Sean Plummer ☎ 282347
Title	2017/18 Revenue Budget		
Wards affected	Not applicable		

This report provides Cabinet with an update on the 2017/18 Revenue Budget forecast

1. Decisions Required

1.1 Cabinet is requested to consider the following items:

- i) To agree the use of £200k shown in section 5 and to note that a further detailed report will be submitted to Cabinet.
- ii) To note that officers are working towards delivering a balanced budget and that progress has been made to identify savings to assist with the delivery of the budget strategy and that the budget gap currently stands at £325k.
- iii) To agree that the cost pressures and growth items should be included in the 2017/18 budget forecast.
- iv) To agree that the provisional savings should be included in the 2017/18 budget forecast.
- v) To note the main 2017/18 budget forecast variables and risks set out in Section 11
- vi) To note that Colchester will remain in the Essex business rates pool in 2017/18.

2. Reasons for Decisions

2.1 The Council is required to approve a budget strategy and timetable in respect of the year. This report relates to the budget update and business rate pooling.

3. Alternative Options

3.1 There are different options that could be considered and as the budget progresses changes and further proposals will be made and considered by Cabinet and in turn Full Council.

4. Background

4.1 The timetable for the 2017/18 budget process (see Appendix A) was agreed at Cabinet on 13 July 2016.

- 4.2 At this stage in the budget process it is important to consider progress on the budget and any in year issues. Detailed budgets are currently being produced with the aim to complete this task by December. Work is currently progressing well and is in line with the budget timetable.

5. Current Year Budget / Use of balances

- 5.1. In the Budget report to Cabinet it was reported that following the 2015/16 outturn including review of detailed allocations in balances and proposals for allocation to projects in 2016/17, uncommitted or unallocated balances are currently at almost £2.7m, which is £0.8m above the recommended level of £1.9m.
- 5.2. It was reported that consideration would be given to any emerging issues alongside an assessment of the 2017/18 budget position.
- 5.3. Think Global, Act Local - the Council has made a commitment to reflect some key international priorities set in 2015 by the United Nations to reduce inequalities. It is therefore proposed that £200k is allocated to support a campaign to reduce the inequalities which exist in some of our communities. A further report will be presented to Cabinet

6. Summary of 2017/18 Budget Forecast

- 6.1. Should Cabinet approve the items detailed in this report the current 2017/18 budget forecast shows a reduced gap from £625k of £325k. This reflects changes in respect of anticipated savings. The following table sets out the overall position:-

	Reported in September *	Updated Position
	2017/18	2017/18
	£'000	£'000
Base Budget	23,959	23,959
Adjustment for one off items	(548)	(548)
Cost Pressures	1,116	1,116
Growth Items	292	252
Savings	(1,300)	(1,600)
Forecast Base Budget	23,519	23,179
<i>Funded By:</i>		
Revenue Support Grant	(920)	(920)
Business Rates Baseline	(4,038)	(4,038)
<i>Settlement funding</i>	<i>(4,958)</i>	<i>(4,958)</i>
Increase in NNDR / taxbase above baseline	(900)	(900)
New Homes Bonus	(5,754)	(5,714)
Total Gov't grants	(11,612)	(11,572)
Council Tax	(11,010)	(11,010)
Use of Reserves	(272)	(272)
Total Funding	(22,894)	(22,854)
Budget gap	625	325

* Individual cost pressures and growth items have been adjusted to show one-off items separately

- 6.2. As indicated later in this report, further work is ongoing to fully assess options to balance the budget including completion of remaining budget reviews and developing delivery plans for all savings, completion of detailed budgets and the ongoing assessment of risk areas.

7. Cost Pressures

- 7.1. The following cost pressures expected in 2017/18 have been previously identified through the Medium Term Financial Forecast (MTFF) process either as specific pressures or as risks areas. The table sets out estimated pressures for next year some of which are indicative provisions which will be revised as more detail becomes known.

	Current allowance £'000	Comment
Inflation	640	This includes assumptions in respect of pay, energy and other prices. This provision will be reviewed as part of the detailed budget development.
Pensions – actuarial review impact	250	During 2016 the actuarial review of the pension fund will take place with the outcome of this reported in the autumn. An assumption of an increased cost of £250k is shown for 2017/18 to recognise the potential impact from this review.
Pensions auto-enrolment	200	A further allowance for the impact of pensions 'auto enrolment' which is due in 2017 has been made.
Welfare reform	26	Incremental cost for additional resources agreed by Cabinet in November 2015. Funding in part from allocation from balances.
	1,116	

- 7.2 Cabinet need to determine whether the cost pressures detailed above should be included within the current 2017/18 budget forecast.

8. Growth Items and Investment from New Homes Bonus

- 8.1. The table below sets out identified growth items.

	Current allowance £'000	Comment
Locality budgets	102	An allowance has been built into the budget forecast to continue the locality budgets of £2,000 for Ward Councillors in 2017/18.
Reduced use of New Homes Bonus in base budget	150	It is proposed that the Council continue to reduce the level of New Homes Bonus supporting the base budget.
	252	

- 8.2. Previous updates had shown an increase in New Homes Bonus of £40k which was based on the Government's indicative figures. Government proposals for changes to the NHB scheme have still not been announced, however, realistically we expect that the level of NHB will decrease and therefore this has been removed with a balancing adjustment to the grant.

- 8.3. There will still be NHB funding available to support one-off projects and when the level of grant is known and changes to the methodology for the scheme are confirmed proposals for using this will be presented.

9. Savings/Increased Income

- 9.1. The budget strategy for 17/18 was agreed by Cabinet on 13 July. This included the continued operation of Budget Group to review budget options and specifically :-
- An outturn review
 - Confirmation of savings and income from commercial activities and the 'Digital Challenge' programme.
 - The second year of the sport and leisure business plan
 - A number of budget options for efficiencies, income or reductions
- 9.2. Progress has been made in identifying budget savings including the review of earlier year outturn position. It is intended that budget proposals will be made to Cabinet in November. The following table summarises the current position.

	£'000	Comment
Outturn review	(500)	A review of last year's outturn position and earlier years alongside progress to date this year has identified the potential to revise certain budgets assumptions. These relate to:- <ul style="list-style-type: none"> • certain income budgets which have been exceeded • a proposal to increase the employee vacancy factor • a general view of underspends that occur in most years
Sport & leisure Business Plan	(194)	Second year of agreed plan.
Digital Challenge	(640)	Cabinet agreed the digital challenge programme and savings arising from.
Commercial trading Income	(299)	Assumptions regarding additional income identified in business cases such as events and helpline.
Commercial asset	(154)	Additional income arising from activities agreed from the Revolving Investment Fund (RIF).
Parish Grants - LCTS	(13)	Assumed reduction in the grant paid in respect of Local Council Tax Support (LCTS) Scheme in line with reductions in Government funding.
Sub - total	(1,800)	
Risk factor	200	see comment below
Total	(1,600)	

- 9.3. As shown above a risk factor of £200k is included in the budget forecast. An initial review of the identified savings has concluded that there is a risk to delivery next year in some areas, mainly relating to timing issues. A full review will be carried out alongside detailed budget setting.

10. Essex Business Rates Pool

- 10.1. For 2015/16 and 2016/17 the Council has been part of an Essex business rate "pool". The rationale for this is that the pool provides an opportunity to keep a greater share of NNDR income above the baseline. It was reported to the last Cabinet meeting that based on figures

provided as part of the 2015/16 closure of accounts there is an estimated gain to Colchester of £0.2m.

- 10.2. Whilst it is too early to estimate with any certainty any additional income that we might achieve from the pool arrangement in 2016/17 we still expect to benefit from the pooling arrangement.
- 10.3. No guidance has been issued by Government yet on business rates pooling in 2017/18 and therefore the assumption is that existing arrangements will remain unchanged.
- 10.4. The Essex pool agreement stays in place for 2017/18 unless there are new members who wish to join the pool or there are any existing pool members who wish to leave the pool. Based on views expressed by pool members neither of these are the case and therefore there is no need to submit a new pooling proposal.
- 10.5. All pool members have the opportunity to review their membership for 2017/18 when final settlement figures are announced and business rate projections have been updated. However, if someone decides to leave at this stage it will, not be possible to have a pool for that year.

11. Risks and Variables

- 11.1. On 13 July 2016 Cabinet considered the budget strategy and MTFF. The MTFF set out the key areas that may impact on budget forecast. These have been reviewed and continue to represent the key variables including areas that may have positive or negative affect on the budget forecast.
- 11.2. Some of the key risk and variables at this stage in the budget process are:-
 - Business rate forecasts.
 - Consideration of any impact on the interest budget of capital financing arrangements and the outlook for interest rates.
 - Completion of detailed budgets (including any impact of changes in costs between the General Fund and HRA)
 - Announcement of New Homes Bonus.
 - Completion of on-going budget reviews and assessment of savings.
 - Review of balances and reserves including consideration of any ongoing use of reserves and an impact on reserves of in year budget position.
 - Provisional taxbase and business rate forecasts.
- 11.3 A review of the risk assessment of the recommended level of balances will be made and reported to the next Cabinet meeting. This will consider any changes to the recommended level of balances and also consideration of all reserves held by the Council.

12. Proposals

- 12.1 It is proposed that:-
 - £200k be allocated from balances as set out in Section 5 with a further detailed report to be presented to a future Cabinet meeting.
 - the budget position should be noted including proposals relating to cost pressures, growth items, savings and risk and variables.
 - Cabinet note that the Council will remain in the Essex Business Rates Pool

13. Strategic Plan References

- 13.1. The 2017/18 budget and the Medium Term Financial Forecast will be underpinned by the Strategic Plan priorities and will seek to preserve and shift resources where needed to these priorities.

14. Consultation

- 14.1. The Council is required to consult on its budget proposals. A consultation exercise took place as part of the production of the Strategic Plan agreed by Council in February 2015.
- 14.2. The budget strategy and timetable aims to ensure that information is available for scrutiny and input from all Members on proposals in the process. The aim is that detailed information will be available prior to the final budget report being submitted to Cabinet and approval by Council in February.
- 14.3. As has been the case in previous years the opportunity remains open for the leader of the opposition to meet with officers to assist with consideration of any alternative budget proposals.
- 14.4. Furthermore, we will continue with the statutory consultation with business ratepayers and will meet with parish councils in respect of grant funding.

15. Financial implications

- 15.1 As set out in the report

16. Equality and Diversity Implications

- 16.1 Consideration will be given to equality and diversity issues in respect of budget changes proposed as part of the budget process. This will be done in line with agreed policies and procedures including production of Equality Impact Assessments where appropriate.

17. Risk Management Implications

- 17.1. The strategic risks of the authority will be considered in developing the 2017/18 budget and all forecast savings/new income options will be risk assessed as part of the budget process. This report sets out some of the key risks / variables at this stage in the budget process and as stated earlier this will be refined during the year.

18. Other Standard References

- 18.1 There are no specific Publicity, Human Rights, Community Safety or Health and Safety implications at this stage.

Background Papers

Report to Cabinet 13 July 2016 and 7 September 2016

2017/18 Budget Timetable	
Budget Strategy	
March – June (SMT and Budget Group)	Budget Group Meetings Agreed Update MTFF /Budget Strategy Review potential cost pressures, growth and risks Consider approach to budget Initial budget reviews started
Cabinet – 13 July 16	<ul style="list-style-type: none"> Review 15/16 outturn Report on updated budget strategy / MTFF Timetable approved
Scrutiny Panel – 19 July 16	Review Cabinet report
Detailed Budget preparation and Budget Setting Consultation	
Budget Group / Leadership Team regular sessions on progress / budget options now - December	Review budget tasks Consider delivery of existing budget savings Complete outturn review
Cabinet – 7 September 16 and /or 12 October 16	<ul style="list-style-type: none"> Budget Update Consider “4 year settlement” Review of capital resources / programme
Cabinet – 30 November 16	<ul style="list-style-type: none"> Budget update Reserves and balances Agree fees and charges / budget changes Government Finance settlement (if available) Review in year budget position
Scrutiny Panel – 31 January 17	Budget position (Detailed proposals)
Cabinet – 1 February 17	Revenue and Capital budgets recommended to Council
Council – 22 February 17	Budget agreed / capital programme agreed / Council Tax set

Leadership Team to review budget progress during year.

Report of	Assistant Chief Executive	Author	Hayley McGrath ☎ 508902
Title	2015/16 Year End Review of Risk Management		
Wards affected	Not applicable		

This report concerns the Risk Management work undertaken for the period 1 April 2015 to 31 March 2016.

1. Decisions Required

- 1.1 Note the risk management work undertaken during 2015/16.
- 1.2 Note the current strategic risk register.
- 1.3 Approve the proposed risk management strategy for 2016/17 and recommend to full Council that it be included in the Council's Policy Framework.

2. Reason for Decisions

- 2.1 Cabinet has overall ownership of the risk management process and is responsible for endorsing its strategic direction. Therefore the risk management strategy states that Cabinet should receive an annual report on progress and should formally agree any amendments to the strategy itself.
- 2.2 During the year progress reports are presented to the Governance & Audit Committee detailing work undertaken and current issues. This report was presented to the Governance & Audit Committee on 26 July 2016, where they approved its referral to this meeting.
- 2.3 The Risk Management Strategy is one of the key corporate governance documents that supports the Constitution of the Council and forms part of the Policy Framework. Accordingly any amendments have to be approved by Full Council.

3. Key Messages

- The main risks on the register - the potential impact of future central government decisions to reduce public funding, failure or inappropriate management of a strategic partner and the potential impact of the European Union referendum result - are all outside of the direct control of the Council. However the impact of these risks can be mitigated, and the reduction of risk 6c – inability to deliver the budget strategy – is a reflection of the work that has been undertaken to ensure that the organisation can respond to these challenges.
- Risk Management principles continue to be reinforced and embedded in the organisation. The 2015 Audit Results Report, issued by the Council's external auditors, Ernst & Young, in August 2015, did not include any findings of anticipated risks occurring. This is further demonstrated by the 2015/16 internal audit review which provided a substantial assurance level.

4. Supporting Information

- 4.1 The aim of the Council is to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.
- 4.2 In broad terms risks are split into three categories:
- Strategic – those risks relating to the long term goals of the Council
 - Operational – risks related to the day-to-day operation of each individual service
 - Project – consideration of the risks relating to specific initiatives
- 4.3 Strategic risks are essentially those that threaten the long term goals of the Council and therefore are mainly based around meeting the objectives of the Strategic Plan. They may also represent developing issues that have the potential to fundamentally affect service provision, such as proposals to dramatically change welfare processes. Strategic risks are owned by members of the Senior Management Team.
- 4.4 Operational risks are those that threaten the routine service delivery of the Council. Each service area has their own operational risk register that details the risks associated with providing the service. These registers are reported, in summary format, to the Senior Management Team and committee on an annual basis. High risks and the success in controlling them are reported to Senior Management Team on a quarterly basis, as these assist in the formulation of the strategic risk register.
- 4.5 Project risks are those that relate solely to the successful delivery of that specific project. They tend to be quantifiable issues, such as resource or time related, and constantly change and develop over the course of the project as each stage is completed. The lead on the project is responsible for ensuring that there is an appropriate risk register and high level issues are reported to the senior management team.

5.0 Summary of 2015/16

- 5.1 A significant proportion of the work undertaken this year has been to support the review of the Council's Health and Safety framework. Health and Safety is the subject of a separate report to this committee later in the year, however it forms part of the governance framework and is essential for managing the Council's physical risks.
- 5.2 Work has been undertaken supporting the Community Stadium and football club with their Safety Advisory Group (SAG). This meets on a regular basis to review arrangements for general events as well as football matches. Previously this operated in isolation to the overall Colchester SAG (which is chaired by the Council but is attended by partner organisations including Police, Fire and Essex County) however it now works alongside it.
- 5.3 A specific SAG has been set up in respect of Garrison related events, which include the Royal Salute, anniversaries of significant battles and Remembrance Sunday. The group reviews the risks relating to these events including public order and, crowd / traffic management.
- 5.4 The Change and Performance team have been refining the processes for managing project risks and there is guidance and documentation available online for all staff to access, to be able to complete a risk log for their projects. These are then used to monitor risks across all projects and any significant issues are raised at project board level.

- 5.5 There were no fundamental changes to the processes used to identify and control risk, during 2015/16.
- 5.6 An audit of the risk management function was carried out in January 2016. This produced two level two recommendations. These related to refreshing the information available to staff on-line and to the formal review of operational risks registers.
- 5.7 The risk registers for the Joint Museum Service and the North Essex Parking Partnership both continue to be produced and reported to the joint committees.

6. Strategic Risk Register

- 6.1 During 2015/16 the strategic risk register was reviewed by the senior management team every quarter and reported to the Governance & Audit Committee every six months. The current register is shown at appendix 1. These risks have been mapped onto a risk chart as shown at appendix 2.
- 6.2 The Corporate Governance Manager reviewed the strategic risks with each member of the Senior Management Team in March 2016, and in June the Performance Management Board (PMB) comprehensively reviewed the register to ensure that the identified risks were still appropriate.
- 6.3 The review by PMB reduced the probability of risk 6c - Inability to deliver the budget strategy as planned - to 3, resulting in an overall score of 12 (down from 16).
- 6.4 A new risk has been added at 4.e - relating to the results of the EU referendum. Whilst it is still uncertain what the impacts will be on the organisation, it was felt appropriate that the risk should be included for monitoring.
- 6.5 A further new risk has been added at 5d – relating to the management of the Garden Communities project – recognising this is a fundamental project to deliver significant investment in not just Colchester but the surrounding areas as well.

7. Risk Management Strategy for 2016/17

- 7.1 The Council's current approach to managing risk was introduced in 2006/07. A requirement within the strategy, and also of the annual audit assessment, is to review the approach each year to ensure that it is still appropriate to the Council's needs.
- 7.2 Therefore a review has been undertaken and the strategy has been updated for 2016/17. The revised strategy is attached at appendix 3. There are no fundamental changes proposed to the risk process with amendments only to external review comments and the updating of role titles.

8. Proposals

- 8.1 To note and comment upon:
- the Councils progress and performance in managing risk during 2015/16, and
 - the current strategic risk register.
- 8.2 To endorse the submission of the revised Risk Management Strategy for 2016/17 to Full Council for inclusion in the Policy Framework.

9. Strategic Plan References

- 9.1 The strategic risk register reflects the objectives of the strategic plan and the actions have been set with due regard to the identified key strategic risks. Therefore the risk process supports the achievement of the strategic objectives.

10. Risk Management References

- 10.1 The failure to adequately identify and manage risks may have an effect on the ability of the Council to achieve its objectives and operate effectively.

11. Other Standard References

- 11.1 There are no direct Consultation, Publicity, Financial, Human Rights, Equality and Diversity, Community Safety or Health and Safety implications as a result of this report.

Colchester Borough Council – Corporate Strategic Risk Register
July 2016 – September 2016

Appendix 1

1. AMBITION											
Specific Risks		SCORE						Consequences	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
1a	In a period of public sector resource reductions the ability to have ambition and to deliver on that ambition.	3	2	6				Major changes needed to the town would not be delivered thus affecting the quality of life of its residents and businesses.	Implement a regular reporting mechanism to SMT that includes defined performance criteria.	Executive Director	September 2016
1b	Unrealistic internal and external expectations on the speed of delivery.	3	3	9				Major downturn in public sector resourcing over the next few years will hamper the speed of delivery across the services provided.	Produce an IT development strategy that supports the next stage of our transformation and outcomes. This should be reviewed and reported to PMB on a regular basis.	Assistant Chief Executive	September 2016
1c	The Council is unable to effectively influence changes in the Borough economy.	3	4	12							
1d	Over reliance on a limited number of people limits ability to deliver our ambition.	3	3	9				The Borough Council loses its status and influencing ability at sub-regional, regional and national levels.	Officers with more commercial skills have been appointed and others can learn from their experiences together with a set of commercial skills training being implemented across the organisation to re-skill officers for the new ways of working. The Trading Board and the Cabinet need to continue to enhance their commercial understanding in order to take the opportunities offered by a more commercial approach.	Strategic Director	September 2016
1f	The organisation fails to recognise the tensions between aspirations and statutory functions.	3	3	9							

P - Probability I – Impact O – Overall score

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June 2016

Low = 1 – 4 Medium = 5 – 9 High = 10 – 25

2. CUSTOMERS											
Specific Risks		SCORE						Consequences	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
2a	The increasing expectations of our customers, set alongside the financial constraints will create challenges to service delivery, our channel shift ambitions and the reputation of the authority.	4	3	12				The Authority fails to deliver the standards of service and delivery which our customers expect, especially in relation to self-service and the reliance on IT capabilities.	An engagement and consultation programme is put in place, to ensure customers are able to inform service priorities and delivery and to secure the capability amongst our customers to drive our channel shift program. This will be evidenced by reporting the pattern of usage of the routes used by customers and savings achieved.	Executive Director	September 2016
2b	The expectation remains that the Council will step in to deliver services when other providers either fail or reduce service provision	3	3	9				The Council suffers from a loss of reputation as customers' expectations are not met. There is increased demand on existing services leading to a reduction in standards of delivery.	The UCC environment, creating a single point of contact for our customers, is now in place and a performance framework for customer standards is being developed and will be monitored to ensure delivery. A full lessons learned exercise will be conducted.	Executive Director	September 2016
2c	Impact of Welfare Reform will pose challenges to our resources in responding to rising customer need.	2	4	8				The Council fails to support our most vulnerable residents leading to an increase in crisis intervention.			

3. PEOPLE											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	o	P	I	O				
3a	Unable to compete with the private sector in the recruitment (and retention) of staff with key marketable skills	4	3	12				Decline in service performance Disengaged and demotivated staff Efficiency and productivity reduction	Communicate job opportunities and benefits of working at CBC clearly and imaginatively. Review opportunities for to do things differently for key posts including considering the value of trading companies.	Assistant Chief Executive Assistant Chief Executive	Ongoing December 16
3c	Staff motivation declines with an impact on service delivery, our capacity to make changes and implementation of budget efficiencies	3	4	12				Inability to meet changing requirements and needs Customer perceptions decline as we deliver less Loss of key staff	Implement the internal communications strategy for staff allowing for staff to feed back. Agree and implement an action plan for the new People Strategy; reviewing performance regularly. Implement a formal learning and development strategy that includes financial considerations and business behaviours, and explores training alternatives.	Assistant Chief Executive Assistant Chief Executive Assistant Chief Executive	September 2016 September 2016 September 2016

4. HORIZON SCANNING

Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	o	P	I	O				
4a	To continuously assess future challenges to ensure Council is fit for future purpose	2	4	8				If not properly managed then either the Council will lose the opportunity to develop further or will have enforced changes to service delivery. Adverse impact on local residents / resources. Missed opportunities to boost local economy. Conflict between Council / Government agendas. Reduction in levels of service provision and potential withdrawal of services.	Ensure organisational readiness to respond to external challenges through the organisational goals – Customer, Business, Culture	Executive Director	September 2016
4b	Not taking or creating opportunities to maximise the efficient delivery of services through shared provision, partnerships or commercial delivery	4	3	12					Ensure there are regular reports to the Trading Board providing updates on delivery options including assessing the future potential for the Council to deliver commercial income.	Strategic Director	September 2016
4c	Failure by the Council to spot / influence at an early stage the direction of Central Government policies / new legislation.	3	3	9					Review and report the Organisational Development Strategy	Assistant Chief Executive	September 2016
4d	Potential impact of future central government decisions to reduce public funding, including that of our partners	5	4	20					The budget situation is constantly reviewed, incl impact of decisions from central government. Additional actions and areas for spending reviews are being identified.	Chief Operating Officer	September 2016
4e	The outcome of the referendum to leave the European Union is leading to a number of uncertainties. At the moment it is unclear how this will impact on the Council, our communities and businesses. However, it does raise a potential set of risks that will need to be monitored	5	3	15							

P - Probability I – Impact O – Overall score

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June 2016

Low = 1 – 4 Medium = 5 – 9 High = 10 – 25

5. PARTNERSHIPS											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
5a	Failure or inappropriate performance management of one or more strategic partnerships or key contracts E.g. Haven Gateway, LEP, Health, CAPITA, CBH	4	4	16				The cost of service delivery is increased however quality decreases. Failure to deliver key priorities. Reputational and financial loss by the Authority.	Set an assessment process for proposed strategic partnerships (to ensure that they will satisfy the Council's objectives) that needs to be signed off by EMT before commitment to new partnerships is made.	Executive Director	September 2016
5b	Change of direction / policy within key partner organisations and they revise input / withdraw from projects.	4	3	12				Failure to deliver expected outcomes through partnerships Requirement to repay external funding granted to partnership – taking on the liabilities of the 'withdrawn' partner.	Set a formal relationship / performance review process to be used by all partnerships and ensure results are reported to senior management...	Executive Director	September 2016
5c	Potential inability to agree shared outcomes/ agendas with partners and the Council's ability to influence partner's performance.	3	4	12				External assessment of the Councils partnerships are critical and score poorly.			
5d	Working across the partners for delivery of the garden settlements project encounters delay. The partners - Colchester BC, Tendring DC, Braintree DC, Essex CC and the landowners fail to agree objectives and actions	2	4	8				The project fails to deliver its objectives leading to increased costs as there would be delays in local plan progress and loss of reputation, as well as the long term effect on ability to generate investment into the area and meet housing and employment needs.	There is a joint shadow delivery Board that allows the Authorities to co-ordinate their actions and resolve issues.	Strategic Director	September 2016

6. ASSETS & RESOURCES											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
		Current			Previous						
		P	I	O	P	I	O				
6a	Failure to protect public funds and resources – ineffective probity / monitoring systems	3	4	12				Service delivery failure Financial and reputational loss by the Authority Personal liability of Officers and Members. Legal actions against the Council Loss of stakeholder confidence in the Borough Inability to sustain costs	Develop a formal process to manage the assurance systems that form the internal control environment, including Internal Audit, Risk Management, Budget process, Corporate Governance and performance management. This must be reported to senior officers and members on a regular basis to ensure that it is fully embedded	Chief Operating Officer	September 2016
6b	Risk that Asset Management is not fully linked to strategic priorities and not supported by appropriate resources	3	4	12				Failure to deliver a balanced budget as planned. A need to use balances / reserves or to adapt financial plans to deal with impact of changes.	Review the budget monitoring process to ensure it reflects the structure and co-ordinates finances across the whole Council not just individual service areas.	Chief Operating Officer	Regular reporting to PMB. & Governance Review September 2016
								Required to use Reserves & Resources to fund capital priorities Severe impact on cash-flow leading to negative effect on performance targets	Ensure the continued development of the Revolving Investment Fund (RIF) - a sub-committee of Cabinet which has been created to link asset management to the strategic priorities and ensure that assets are used to their full commercial potential.	Strategic Director	September 2016

Continued.

6. ASSETS & RESOURCES											
Specific Risks		SCORE						Consequence	Actions	Owner	Timing
6c	Inability to deliver the budget strategy as planned.	3	4	12	4	4	16		Develop the annual budget strategy to ensure it has controls built in to be able to respond to changes in the strategic objectives and includes sensitivity analysis to consider the impact of potential changes to external funding or other incomes streams. Consider impact of loss or reduction in key income areas as part of budget strategy / budget plans.	Chief Operating Officer	Annual exercise. Council approves budget in Feb annually
6d	Failure to set aside sufficient capital funds for strategic priorities	3	4	12					Implement a regular review process for the medium term financial outlook, capital programme and HRA business plan processes to ensure they are kept up to date and realistic.	Chief Operating Officer	MTFS is part of the budget strategy & considered during the process. Capital programme regularly reported to Governance Cttee. Review September 2016
6e	Significant reliance on our ICT presents challenges in maintaining customer service in the event of service interruptions.	2	5	10					Changes to be planned to ensure customer service is maintained	Assistant Chief Executive	Next review September 2016
6f	Increasing demands around information security create a risk in the event that security breaches occur	2	5	10					Review the IT security policies to ensure that they are fit for purpose and implement a training program for all staff.	Assistant Chief Executive	Next review September 2016

SCORE DEFINITIONS	1 Very Low	2 Low	3 Medium	4 High	5 Very High
Impact	Insignificant effect on delivery of services or achievement of Strategic Vision & Corporate Objectives.	Minor interruption to service delivery or minimal effect on Corporate Objectives.	Moderate interruption to overall service delivery/effect on Corporate Objectives or failure of an individual service.	Major interruption to overall service delivery or severe effect on Corporate Objectives.	Inability to provide services or failure to meet Corporate Objectives
Probability	10% May happen – unlikely	10 -25% Possible	26 – 50% Could easily happen	51 – 75% Very likely to happen	Over 75% Consider as certain

Risks Removed

1e The resource implications, including ICT, staffing and financial, of the UCC FSR are greater than anticipated. Removed July 15.

3b Failure to sustain adequate resource to support training and development because of the financial situation. Removed July 15.

3d Failure to provide effective and visible political and managerial leadership. Removed July 15

RISK MATRIX
JUL 16 - SEP 16

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance
Line

Probability of Occurrence	5 Very High			4e	4d	
	4 High			2a 3a 4b 5b	5a	
	3 Medium	1a	1b 1d 2b 1f 4c	1c 5c 6a 3c 6b 6c 6d		
	2 Low			2c 4a 5d	6e 6f	
	1 Very Low					
		1 Very Low	2 Low	3 Medium	4 High	5 Very high
Severity of Impact						

Removed Risks

1e The resource implications, including ICT, staffing and financial, of the UCC FSR are greater than anticipated. Re

3b Failure to sustain adequate resource to support training and development because of the financial situation. Ren



DRAFT Risk Management Strategy 2016/17

A guide to the Council's approach to managing risk. Draft for review.

July 2016

RISK MANAGEMENT STRATEGY

This document outlines the Council's commitment to managing risk in an effective and appropriate manner. It is intended to be used as the framework for delivery of the Risk Management function and provides guidance on developing risk management as a routine process for all services.

INTRODUCTION

The Council undertakes that this strategy will ensure that:

1. The management of risk is linked to performance improvement and the achievement of the Council's strategic objectives.
2. Members and the Senior Management Team own, lead and support on risk management.
3. Ownership and accountability are clearly assigned for the management of risks throughout the Council.
4. There is a commitment to embedding risk management into the Council's culture and organisational processes at all levels including strategic, programme, project and operational
5. All members and officers acknowledge and embrace the importance of risk management as a process, by which key risks and opportunities are identified, evaluated, managed and contribute towards good corporate governance.
6. Effective monitoring and reporting mechanisms are in place to continuously review the Council's exposure to, and management of, risks and opportunities.
7. Best practice systems for managing risk are used throughout the Council, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
8. Accountability to stakeholders is fully demonstrated through periodic progress reports and an annual statement on the effectiveness of and the added value (benefits) from the Council's risk management strategy, framework and processes.
9. The Council's approach is regularly assessed by an external, independent body against other public sector organisations, national standards and Best Practice.
10. The Risk Management Strategy is reviewed and updated annually in line with the Council's developing needs and requirements.

Endorsement by Adrian Pritchard, Chief Executive

“Colchester Borough Council is committed to ensuring that risks to the effective delivery of its services and achievement of its overall objectives are properly and adequately controlled. It is recognised that effective management of risk will enable the Council to maximise its opportunities and enhance the value of services it provides to the community. Colchester Borough Council expects all officers and members to have due regard for risk when carrying out their duties.”

A handwritten signature in black ink that reads "A. R. Pritchard." The signature is written in a cursive style with a long, sweeping underline.**WHAT IS RISK MANAGEMENT**

Risk Management is the control of business risks in a manner consistent with the principles of economy, efficiency and effectiveness. It is an essential performance management process to ensure that both the long and short term objectives of the Council are achieved and that opportunities are fully maximised.

Risk Management is not about eliminating risk, as this would limit the ability of the organisation to develop and deliver its ambitions. Its purpose is to recognise the issues that could effect the achievement of our objectives and develop actions to control or reduce those risks. Acknowledgement of potential problems and preparing for them is an essential element to successfully delivering any service or project. Good management of risk will enable the Council to rapidly respond to change and develop innovative responses to challenges and opportunities.

‘The Good Governance Standard for Public Services’ issued by The Independent Commission on Good Governance in Public Services states that there are six core principles of good governance including ‘Taking informed, transparent decisions and managing risk’. The document goes on to state ‘Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective’.

BACKGROUND

A process for managing risks was first adopted by the Council in 2003 and since then has been developed to ensure that it continues to be an effective management system. This strategy defines Colchester Borough Council's definition of risk and the processes to be followed.

In broad terms risks are split into three categories:

- Strategic – those risks relating to the long term goals of the Council
- Operational – risks related to the day-to-day operation of each individual service
- Project – consideration of the risks occurring as a result of the Council's involvement in specific initiatives

The following are some of the practical ways that risks are managed and how effectiveness is measured:

- Creation of an overall strategic register.
- Creation of operational risk registers for all service areas.
- Consideration of risk in Committee reports.
- Development of a comprehensive risk register for the project management programme and consideration of risk as a project management tool.
- Successful internal and external assessment.
- Provision of advice to other authorities regarding our management of risk.

This has led to a practical and workable approach to managing risk and has resulted in the Council becoming more risk aware and actually taking more risks, as demonstrated by the comprehensive project risk register. Colchester is also highly regarded for managing risk by both our insurers and other authorities.

The 2015/16 internal audit of risk management gave a substantial assurance opinion. Two recommendations were raised during the audit relating to the update of on-line guidance and reviewing of operational risk registers.

OWNERSHIP

The responsibility to manage risk rests with every member and officer of the Council however it is essential that there is a clearly defined structure for the co-ordination and review of risk information and ownership of the process.

Appendix 3 is from the CIPFA/SOLACE risk management guide, Chance or Choice. It is a generic map of responsibility for each part of the risk management process.

The following defines the responsibility for the risk management process at Colchester:

Cabinet – Overall ownership of the risk management process and endorsement of the strategic direction of risk management.

Portfolio Holder for Resources – Lead Member for the risk management process

Governance and Audit Committee – Responsible for reviewing the effectiveness of the risk management process and reporting critical items to Cabinet as necessary.

Performance Management Board (PMB) – Ownership of the strategic risks and overview of the operational risks. Actively support the Risk Management Strategy and framework.

Chief Operating Officer – Lead officer for the risk management process, demonstrating commitment to manage risk.

Assistant Chief Executive – Responsible for co-ordination of the risk management process, co-ordinating and preparing reports and providing advice and support.

Heads of Service – Ownership, control and reporting of their service's operational risks. Contribute to the development of a risk management culture in their teams.

All Employees – To understand and to take ownership of the need to identify, assess, and help manage risk in their individual areas of responsibility. Bringing to the management's attention at the earliest opportunity details of any emerging risks that may adversely impact on service delivery.

Internal Audit, External Audit and other Review Bodies – Annual review and report on the Council's arrangements for managing risk throughout the Council, having regard to statutory requirements and best practice. Assurance on the effectiveness of risk management and the control environment.

AIMS & OBJECTIVES

The aim of the Council is to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.

The risk management objectives of Colchester Borough Council are to:

- Integrate risk management into the culture of the Council
- Ensure that there are strong and identifiable links between managing risk and all other management and performance processes.
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements
- Prevent injury, damage and losses and reduce the cost of risk
- Raise awareness of the need for risk management by all those connected with the Council's delivery of services.
- Ensure that opportunities are properly maximised through the control of risk.
- Reduce duplication between services in managing overlapping risks and promote 'best practise'.

Risk Management forms an important part of the Council's system of Internal Control. Previously the Audit Commission assessed the function as operating at level 3 as part of their 'Use of Resources' review... However, the Use of Resources assessment is no longer carried out but the criteria laid down for each assessment level, set out in Appendix C, still provides a robust framework for delivering an effective service.

STRATEGIC RISK MANAGEMENT

Strategic risks are essentially those that threaten the long term goals of the Council and therefore are mainly based around meeting the objectives of the Strategic Plan. They may also represent developing issues that have the potential to fundamentally effect service provision, such as proposals to dramatically change the corporate assessment process.

Strategic risks will be controlled using a register that will detail the risks and associated controls. The register will be owned by the Senior Management Team, with ownership for risks being assigned to individual officers, and will be reviewed every quarter. The strategic risks will be reported to the Governance & Audit Committee at least twice a year.

OPERATIONAL RISK MANAGEMENT

Operational risks are those that threaten the routine service delivery of the Council. Each service area will have their own operational risk register that details the risks associated with providing the service. These registers will be reported, in summary format, to the Senior Management Team and committee on an annual basis. High risks and the success in controlling them will be reported to Senior Management Team on a quarterly basis, as these will help in the formulation of the strategic risk register.

LINKS

It is essential that risk management does not operate in isolation to other management processes. To fully embed a risk management culture it has to be demonstrated that risk is considered and influences all decisions that the Council makes. It is essential that there is a defined link between the results of managing risk and the following:

- The Strategic Plan
- Service Plans
- Revenue and Capital Budgets
- Annual Internal Audit Plan

ACTION REQUIRED

The following actions will be implemented to achieve the objectives set out above:

- Considering risk management as part of the Council's strategic planning and corporate governance arrangements.
- Ensuring that the responsibility for risk management is clearly and appropriately allocated
- Maintaining documented procedures for managing risk
- Maintaining a corporate approach to identify and prioritise key services and key risks across the Council and assess risks on key projects.
- Maintain a corporate mechanism to evaluate these key risks and determine if they are being adequately managed and financed.
- Establish a procedure for ensuring that there is a cohesive approach to linking the risks to other management processes
- Including risk management considerations in all committee reports
- Providing risk management awareness training to both members and officers.
- Developing risk management performance indicators.
- Establishing a reporting system which will provide assurance on how well the Council is managing its key risks and ensures that the appropriate Members and officers are fully briefed on risk issues.
- Preparing contingency plans in areas where there is a potential for an occurrence to have a significant effect on the Council and its business capability.
- Regularly reviewing the risk process to ensure that it complies with current national Governance Standards and Best Practice.
- Developing risk management links with key partners and contractors, to ensure that principles are adopted in all areas of service delivery.

REVIEW

To ensure that the risk management process is effective it will need to be measured and reported to P.M.B., Governance & Audit Committee and Cabinet. As well as a structured reporting process of risks and controls during the year there will need to be an annual review demonstrating the success of the following:

- The inclusion of risk management principles within Service Plans and budgets.
- The development of the Internal Audit plan based on the risk issues.
- Achievement against identified performance indicators.
- Members consistently ensuring managing risk is considered as part of the decision making processes within the Council.
- Service managers making recommendations that regard risk as an opportunity as well as a threat.
- Risk management principles being considered in service reviews, for example in areas such as options for change and service improvements.
- Changes in risk being independently identified and assessed by Service Managers
- Compliance with the use of resources criteria and self assessment requirements.

Suitable opportunities to benchmark the risk management service against other organisations should also be explored to ensure that it is effective and the work carried out by the Council conforms to best practise.

The four appendices attached give greater detail of key issues:

Appendix 1 – Outline of the risk management process

Appendix 2 – Details of how Risk Management will be reported.

Appendix 3 – CIPFA guidance on Risk Management Responsibilities

APPENDIX 1

The Risk Management Process

Risk Management is a continual process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them and / or responding to them. The risks faced by the Council are constantly changing and the continual process of monitoring risks should ensure that we can respond to the new challenges. This process is referred to as the risk management cycle.

Stage 1 – Risk Identification

Identifying and understanding the hazards and risks facing the council is crucial if informed decisions are to be made about policies or service delivery methods. There is detailed guidance available on how to identify risks which includes team sessions and individual knowledge. Once identified a risk should be reported to the Head of Service who will consider its inclusion on the relevant risk register. If the risk is identified in between register reviews then it is reported to the Risk & Resilience Manager for information and the Head of Service is responsible for managing the risk.

Stage 2 – Risk Analysis

Once risks have been identified they need to be systematically and accurately assessed. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to it.

Stage 3 – Risk Control

Risk control is the process of taking action to minimise the likelihood of the risk event occurring and / or reducing the severity of the consequences should it occur.

Stage 4 – Risk Monitoring

The risk management process does not finish with the risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of the risk has changed over time.

APPENDIX 2

Reporting

No matter how good the process to identify and control risks is, it will not be effective unless the information gained from it is reported and used to influence other management issues / processes. Therefore it is essential that there is a defined process and timetable for reporting the results of the risk management process to both members and officers.

Types of Report

- The strategic risk register is reviewed a minimum of twice yearly by P.M.B., with interim reports quarterly as required.
- Six monthly review of the operational risk registers and a summary report of these reviews to P.M.B.
- A six monthly report is provided to Committee (Governance and Audit) detailing the current strategic and high level operational risks and the progress made in controlling them.
- An annual report reviewing Risk Management activity and an action plan for the coming year - taking into account changes in methodology and results of internal and external reviews. Going to P.M.B., Governance & Audit and Cabinet. This needs to cover all of the three areas of risk
- Ad-hoc reports need to be provided to P.M.B. when new, significant risk issues arise.

The reports can be summarised as follows:

	Service's	P.M.B.	Governance & Audit	Cabinet
Quarterly		Review of strategic risk register		
6 Monthly	Review of operational risk register	Summary of operational review from services	Progress report of strategic & high level operational risks	
Yearly		Scrutiny of annual progress report to cttee on R.M.	Endorsement of annual progress report on R.M.	Summary of past years work on R.M.

Appendix 3

Risk Management Responsibilities – CIPFA / SOLACE Guidance

	Framework, Strategy and Process	Identifying risk	Analysing Risk	Profiling risk	Prioritising action based on risk appetite	Determining action on risk	Controlling risk	Monitoring & Reporting	Reporting to external stakeholders.
Members	Agreeing the Framework, Strategy and Process Determined by Officers	Identifying risk	Analysing Risk	Profiling Risk	Determining the risk appetite and prioritising risk. Agreeing the priorities determined by officers			Reviewing the effectiveness of the risk management process.	Reporting to external stakeholders on the framework, strategy, process and effectiveness .
Risk Management Team	Providing advice And support to the executive Management Team and Members	Providing advice and support.	Providing Advice and support	Providing advice and support	Providing advice and support			Co-ordinating the results for reporting to the corporate management team and members	
Senior Management Team	Determining the framework, Strategy and Process	Identifying strategic and cross-cutting issues	Analysing Strategic and cross-cutting issues.	Profiling strategic and cross-cutting issues.	Determining the risk appetite and prioritising strategic and cross-cutting issues	Determining action on strategic and cross-cutting issues. Delegating responsibility for control.		Monitoring progress on managing strategic and cross-cutting risks and reviewing the implementation of the risk management framework, strategy and process. Reporting to members.	Reporting to external stakeholders on the framework, strategy, process and effectiveness.
Assistant Chief Executive	Providing Advice and Support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Providing advice and support	Co-ordinating the results for reporting to the executive management team and members	Preparing draft reports for the corporate management team and members to issue.
Service Managers / G.M.T's		Identifying service Risks	Analysing Service risks.	Profiling service risks.	Prioritising action on service risks.	Determining action on service risks. Delegating responsibility for control.		Monitoring progress on managing service risks. Reporting to the group management team	
Employees, contractors And partners		Maintaining awareness of risks and feeding these into the formal process.	Maintaining awareness impact of risks and feeding information into the processes				Controlling risk in their jobs.	Monitoring progress on Managing job related risks Reporting to the service manager.	

Report of	Head of Operational Services	Author	Matthew Young
			☎ 282902
Title	North Essex Parking Partnership – Extension of Joint Committee Agreement		
Wards affected	Not applicable		

This report concerns the decision on whether the Council signs up to the four year extension to the Joint Committee Agreement offered to the North Essex Parking Partnership (NEPP) by Essex County Council (ECC)

1. Decision(s) Required

- 1.1 That the Council delegates to the Portfolio Holder for Safer Communities and Licensing authority to sign up to the four-year extension to the Joint Committee Agreement (JCA) offered by ECC at the NEPP Joint Committee meeting in December 2016. This would extend the agreement until March 2022.

2. Reasons for Decision(s)

- 2.1 To agree the Council's position in relation to the four-year extension to the JCA offered by ECC.

3. Alternative Options

- 3.1 The Council can choose not to sign up to the four-year extension. However, if other authorities do, and a new lead authority is identified, then on-street enforcement services would still continue in the Borough and the Council would not be able to influence priorities and request new schemes.

4. Supporting Information

- 4.1 The NEPP was formed in April 2011 and reports to a Joint Committee (JC) of ECC under a seven-year agreement.
- 4.2 The six District and Borough Councils in North and West Essex are Members of the JC and are represented by Councillors at the Committee meetings. These Councillors must be 'Executive Members', in other words members of the Cabinet. Essex County Council (ECC) attend the meetings and this is normally the Portfolio Holder responsible for Highways & Transportation.

- 4.3 The JC meets four times a year, with its AGM in June. The NEPP JC receives operational, financial and other relevant reports from officers. The officers are employed by Colchester Borough Council which is named in the Joint Committee Agreement (JCA) as 'lead authority'. Each of the District and Borough Councils (the "client authorities" of NEPP) has a client officer with whom the NEPP officers maintain regular contact and an officer from ECC also attends.
- 4.4 ECC has an Agreement with the NEPP JC to delegate the delivery of its on-street parking function. The NEPP provides these services in the districts/borough of Tendring, Colchester, Braintree, Uttlesford, Harlow and Epping Forest. ECC has also delegated powers to make parking Traffic Regulation Orders (TRO) to the NEPP. These are the underpinning regulations for the making of parking restrictions/permissions such as "yellow lines" and parking bays and permit areas.
- 4.5 As part of the original agreement there was financial support provided by ECC and this is covered in section 9 of this report.
- 4.6 The current JCA includes an option to extend for a further four years when it terminates in March 2018. ECC have indicated their intention to take up that option and offer both the North and South partnerships an extension to the existing JCA through to March 2022.
- 4.7 The JCA will retain the vast majority of its existing clauses. However, the following amendments have been made by ECC in relation to the offer of the four-year extension:
- For the last two years of original seven year agreement:
 - 16/17 - ECC S&L subsidy at reduced levels (NEPP - £120k and SEPP - £30k)
 - 17/18 - No ECC subsidy, but business cases brought forward in 2016/17 for investment consideration
 - change to funding and more innovation/ efficiency/ modernisation with ECC operating as a co-investor providing capital funding, against agreed income generation and innovation business cases
 - The Partnerships to produce a review and report on best value approach for delivering Signs & Lines maintenance and creation of new schemes
 - The Partnerships to consider ways to improve links to Local Highways Panel (LHP) possibly via link to Highways Liaison officers to provide meeting dates and scheme information
- 4.8 In addition the project team that worked on the extension agreement, involving Members and officers from ECC and both Parking Partnerships, agreed a development plan to be implemented through the life of the extended agreement. This is attached to this report as Appendix One.
- 4.9 The Council has invested a significant amount of staff time and energy in making the partnership work and improved the enforcement operation in all areas, both on the street and in the back office systems used. It has also created effective processes to maintain signs and lines across the partnership area and create new Traffic Regulation Orders that did not exist before the NEPP came into being. Over the five years that the NEPP has existed it has delivered:

- 432 sign and line maintenance schemes
- 163 new TROs
- Two major scheme reviews

To give some idea of the positive impact that this has made the schemes developed and introduced in Colchester are listed in Appendix Two to this report. These are addition to the major review of the Colchester Residents' Parking schemes which had been promised since 2001 and were finally delivered and part-funded by the NEPP in 2014.

- 4.10 The NEPP has also introduced Body Worn Cameras (BWC) for Civil Enforcement Officers that are proven to reduce violent and aggressive incidents and the Parksafes vehicle which makes patrolling of high profile areas like Schools more efficient and effective.
- 4.11 Furthermore, when the Partnership commenced the on-street service it was running at a deficit of approximately £600k and predicted to increase further. This has been turned round over the five years of the existence of the NEPP to run at a significant surplus for the last three financial years.
- 4.12 Members of the NEPP JC can also elect to have their off-street car park services provided as an annex to the JCA. This option has been taken by Colchester, Braintree, Uttlesford and Harlow and Epping Forest.
- 4.13 Following the conclusion the on-street contract extension the discussions will commence on the arrangements for the off-street services and the plan is to no longer use an annex to the JCA and negotiate a separate agreement with the lead authority's off-street partners. This will allow an agreement to be agreed that better represents the needs and usage of the authorities involved.

5. Proposals

- 5.1 That the Cabinet delegates to the Portfolio Holder for Safer Communities and Licensing authority to sign up to the four-year extension to the Joint Committee Agreement (JCA) if the terms are agreed by the NEPP Joint Committee.

6. Strategic Plan References

- 6.1 Ensure transport infrastructure keeps pace with housing growth to keep the Borough moving.

7. Consultation

- 7.1 ECC went through a thorough consultation process involving lead Members and officers from both Partnerships which has led to the extension offer being made.

8. Publicity Considerations

- 8.1 Any publicity will be issued by ECC in conjunction with both Parking Partnerships

9. Financial implications

- 9.1 In the initial agreement ECC agreed to provide:
 - Implementation and transitional arrangement costs up to a maximum of £124,000

- To cover any deficits on the on-street accounts for the first two years that the Partnerships operated
- To provide a one-off sum of £250,000 for the Partnerships to deal with the backlog of sign and lines work
- To provide £150,000 per annum for maintenance of signs and lines subject to the Annual Business Plan demonstrating that this level of support is required.

- 9.2 In the extension to the agreement the funding of £150,000 from ECC for maintenance of signs and lines has been withdrawn as both partnerships' financial results show that these works can be funded from the on-street surplus.
- 9.3 However, this does not stop the NEPP applying for capital funding from ECC to introduce innovative projects that will generate further on-street revenue. Examples already identified relate to commuter parking opportunities on ECC highway land adjacent to railway stations and major transport hubs.

10. Equality, Diversity and Human Rights implications

- 10.1 An updated Equality Impact Assessment for the NEPP is available here <http://www.colchester.gov.uk/CHttpHandler.ashx?id=5106&p=0>

The decisions will not impact on the promotion of equality or discriminate in relation to gender, gender reassignment, disability, sexual orientation, religion or belief, age and race/ethnicity.

11. Community Safety Implications

- 11.1 There are no community safety implications as a result of these decisions

12. Health and Safety Implications

- 12.1 There are no Health and Safety implications as a result of these decisions

13. Risk Management Implications

- 13.1 The financial risk for the Council relates to any deficits incurred by the NEPP which are shared equally amongst all partners. However, the on-street account has been in surplus for the last three financial years and also the NEPP has maintained a reserve fund of at least £100,000 to cover this eventuality.
- 13.2 There is a risk that the withdrawal of the £150,000 funding for maintenance of signs and lines will mean that some areas become unenforceable and new schemes will not be developed. However, the NEPP has demonstrated over the last three years that it can generate enough surplus on its on-street account to continue this level of funding.
- 13.3 The NEPP does maintain a comprehensive risk register that is reviewed annually by the Joint Committee.

The 2022 ambition for the Parking Partnerships

1. Strategic Review

1.1. A sustainable business model	
Features	Success Measures
1.1.1. The parking operation is wholly self sufficient	Income exceeds the full costs of all activity. ECC payments to the Partnerships have ceased. A surplus of £x is generated for investment
1.1.2. New revenue streams, not exclusively parking schemes, have been developed to maximise income by ECC, NEPP and SEPP	Income has increased in line with agreed targets
1.1.3. ECC, NEPP and SEPP Investment and cost strategies have been implemented, including digital; risks assessments; and smart patrolling to reduce costs	Staffing costs have fallen in line with agreed targets
1.1.4. Effective management over Traffic Order Schemes (with no backlog)	Supports increase in income; enables greater stability

1.2. An innovative partnership and operation	
Features	Success Measures
1.2.1. Localised governance is a central feature of the partnerships	The Partnerships consistently deliver a mix of strategic policies and local decision making
1.2.2. NEPP, SEPP and ECC work together in a strategic partnership that drives future innovation and supports wider economic growth ambitions	The Partnership Chairs and ECC regularly consult and co-develop on strategic issues. Joint policies have been developed for mutual benefit e.g. using of assets such as public sector land to develop new parking schemes

Features	Success Measures
1.2.3. Seeking and pursuing opportunities for new relationships with the private sector – generating commercial value from better use of the highway	Data is routinely shared with the private sector Strong relationships exist with the Transport; Hauliers; Logistics sectors
1.2.4. Digital is at the core of the operation, delivering smart parking management systems as part of a wider integrated transport network	A digital link between parking information and parking control has been created; there is a single customer parking account across Essex; Park Map is up to date and accurate – enabling income; reputation; cornerstone of digital service

1.3. An innovative partnership and operation	
Features	Success Measures
1.3.1. Localised governance is a central feature of the partnerships	The Partnerships consistently deliver a mix of strategic policies and local decision making
1.3.2. NEPP, SEPP and ECC work together in a strategic partnership that drives future innovation and supports wider economic growth ambitions	The Partnership Chairs and ECC regularly consult and co-develop on strategic issues. Joint policies have been developed for mutual benefit e.g. using of assets such as public sector land to develop new parking schemes
1.3.3. Seeking and pursuing opportunities for new relationships with the private sector – generating commercial value from better use of the highway	Data is routinely shared with the private sector Strong relationships exist with the Transport; Hauliers; Logistics sectors
1.3.4. Digital is at the core of the operation, delivering smart parking management systems as part of a wider integrated transport network	A digital link between parking information and parking control has been created; there is a single customer parking account across Essex; Park Map is up to date and accurate – enabling income; reputation; cornerstone of digital service

1.4. Business growth – potential areas	
Features	Success Measures
1.4.1. Expansion of Parking delivery services for other areas, such as:	<p>Potential areas could include:</p> <ul style="list-style-type: none"> • Neighbouring Councils - Suffolk , Hertfordshire, etc. • Essex Unitaries - Southend and Thurrock • Lea Valley Park / Corporation of London (Epping Forest) • Essex Country Parks
1.4.2. Wider LA regulatory enforcement activities, such as:	<p>Potential areas could include:</p> <ul style="list-style-type: none"> • Single Parking Enforcement Service • Highways Inspections – pot holes; fly tipping; advertising • Moving traffic offences – bus lanes; yellow boxes; banned right turns • NRSWA – permits; enforcement • Environment protection – Littering; dog fouling
1.4.3. Back office administrative hub	<p>Potential areas could include:</p> <ul style="list-style-type: none"> - Using the existing platform to provide generic back office functions, such as; <ul style="list-style-type: none"> • Payment processing; Case management, MiPermit; Policy management • Provide Notice Processing Service for other enforcement authorities / organisations • Car Park Season Ticket / staff car parking/ visitor parking administration for other authorities/organisations
1.4.4. Joint investment and gainshare opportunities	<p>Potential areas could include:</p> <ul style="list-style-type: none"> • Development of public assets: Highways land converted into parking operations and further business opportunities

NEPP Four-year extension Cabinet report - Appendix Two	
Site	Details
Dedham-High Street	Restrictions in area of War Memorial to deter parking and preserve Memorial
Eudo Road	Parking restrictions/bays to encourage considerate parking
Victoria Esplanade-West Mersea	Extension of current no waiting/no loading restriction
Villa Road	Extension of current school restriction
Coventry Close	Intro of double yellow line in close
Hospital Roads	Intro of residents parking zone
School Road-Monkwick	Amendment of school restriction times
Winstree Road	Extension of current double yellow lines
Rawlings Crescent	Extension of current school restriction
The Avenue-Wivenhoe	Section of no waiting/no loading to improve bus access
Ambrose Ave/Rudsdale Way	Junction protection
Boxted Road	Waiting/loading ban in turning hammerhead to deter parking
New Farm Road	Junction protection in unprotected areas, amendment of current restrictions close to new build
Mile End Road	Parking bays close to Church-issues with commuter parking close by
Coast Road-W Mersea	Intro of permanent parking restrictions to replace seasonal ones in place
Turner Road	Double yellow lines to improve bus access.
Hamilton Rd school	Loading bay
Old Ferry Road-Wivenhoe	Residents parking zone
Ireton Road	Waiting restrictions
Church Street (Mercury Theatre)	Loading bay
St Christopher Road	Additional restrictions close to shops
Lexden Rd-The Grange	Waiting restrictions
Rosebery/Smythies Ave	Residents parking zone
Wood Lane-EAG	Waiting restrictions

Site	Details	
St Johns Green school	Change to current times of School Keep Clear	
Lexden Road (Crown PH)	Intro of restrictions to improve access	TBI - With ECC as part of wider scheme
Colne Rise-Rowhedge	Junction protection	Agreed by Joint Committee
Tall Trees	Waiting Restrictions	Agreed by Joint Committee

TBI – To be installed

Report of	Head of Operational Services	Author	Andrew Rogan and Alison Shaw
Title	Contract Award for Liquid Fuels		☎ 282297
Wards affected	Not applicable		

**This report concerns a Decision to Award a Contract For the Supply of
Liquid Fuels**

1. Decision(s) Required

- 1.1 To award a contract for the supply of liquid fuels (diesel, gas oil and 'adblue' diesel) to be supplied to Shrub End depot for use by the range of vehicles that make up the Council's fleet, across a range of services, for the period 1 November 2016 – 31 October 2019 to Certas.

2. Reasons for Decision(s)

- 2.1 The current contract for the supply of fuel to the Shrub End Depot for use by the Council's fleet vehicles is due to expire on 1 November 2016 and therefore a new contractual arrangement needs to be put in place. The supply of fuel is critical to the day to day operation of many of the Council services in particular frontline services.
- 2.2 It is proposed to award the contract to Certas, under the National ESPO Liquid Fuels Framework.

3. Alternative Options

- 3.1 A more time-consuming Official Journal of the European Union (OJEU) compliant tender would be required if the Council did not use the framework agreement.

4. Supporting Information

- 4.1 The requirement for liquid fuels over a 3-year term (01-11-2016 to 31-10- 2019) has an estimated value in the region of £1,200,000. Annual spend is approximately £600,000 per year , However this can fluctuate along with global oil prices. Therefore, any contracts to be awarded by the Council have to comply with the [Public Contracts Regulations 2015](#).
- 4.2 The contract will be awarded under the [ESPO Liquid Fuels Framework – 301-2016](#), which the Council is entitled to use as a local government authority and also is compliant under the Public Contract Regulations. This framework provides the council with best value and necessary flexibility to meet our requirements.
- 4.3 Within the framework, there is a single supplier for this region which allows for direct award without the need for any further competition.

- 4.4 The framework agreement has pre-agreed terms and conditions of contract with established clear quality standards and pricing competitiveness.

5. Proposals

- 5.1 To approve the award of the contract for the supply of liquid fuels (diesel, gas oil and 'ad blue' diesel) to the Shrub End depot for use by the Council's fleet vehicles for the period 1 November 2016 – 31 October 2019 to Certas.

6. Strategic Plan References

- 6.1 This decision will support the goals within the Strategic Plan through the purchase of essential commodities in an efficient and effective way and at competitive market prices.

7. Publicity Considerations

- 7.1 The decision will be communicated through an OJEU-compliant (Official Journal of the European Union) contract award notice that will be published in accordance with the Public Contracts Regulations 2015. In addition, relevant details will be included within the Council's Contracts Register that is published through Datashare.

8. Standard References

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

Background Papers – None

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say speakers

Date of Meeting	Details of Members of the Public	Subject Matter	Form of Response	Date Completed
Cabinet, 7 September 2016	The High Steward, Sir Bob Russell	Disposal of the Museum Resource Centre	Verbal response provided at the meeting by Councillor Paul Smith, Leader of the Council and Portfolio Holder for Strategy and Councillor Tim Young, Portfolio Holder for Culture and Regeneration	7 September 2016

(ii) Petitions

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

