

# **Strategic Overview & Scrutiny Panel**

Town Hall, Colchester

16 December 2008 at 6:00pm

**Strategic Overview and Scrutiny Panel deals with** reviewing corporate strategies within the Council's Strategic Plan, the Council's budgetary guidelines for the forthcoming year, scrutinising the Forward Plan, the performance of Portfolio Holders and scrutiny of Cabinet decisions or Cabinet Member decisions (with delegated power) which have been called in.

## Information for Members of the Public

### Access to information and meetings

You have the right to attend all meetings of the Council, its Committees and Cabinet. You also have the right to see the agenda, which is usually published 5 working days before the meeting, and minutes once they are published. Dates of the meetings are available at [www.colchester.gov.uk](http://www.colchester.gov.uk) or from Democratic Services.

### Have Your Say!

The Council values contributions from members of the public. Under the Council's Have Your Say! policy you can ask questions or express a view to meetings, with the exception of Standards Committee meetings. If you wish to speak at a meeting or wish to find out more, please pick up the leaflet called "Have Your Say" at Council offices and at [www.colchester.gov.uk](http://www.colchester.gov.uk).

### Private Sessions

Occasionally meetings will need to discuss issues in private. This can only happen on a limited range of issues, which are set by law. When a committee does so, you will be asked to leave the meeting.

### Mobile phones, pagers, cameras, audio recorders

Please ensure that all mobile phones and pagers are turned off before the meeting begins and note that photography or audio recording is not permitted.

### Access

There is wheelchair access to the Town Hall from West Stockwell Street. There is an induction loop in all the meeting rooms. If you need help with reading or understanding this document please take it to Angel Court Council offices, High Street, Colchester or telephone (01206) 282222 or textphone 18001 followed by the full number that you wish to call, and we will try to provide a reading service, translation or other formats you may need.

### Facilities

Toilets are located on the second floor of the Town Hall, access via the lift. A vending machine selling hot and cold drinks is located on the ground floor.

### Evacuation Procedures

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

Colchester Borough Council, Angel Court, High Street, Colchester  
telephone (01206) 282222 or  
textphone 18001 followed by the full number that you wish to call  
e-mail: [democratic.services@colchester.gov.uk](mailto:democratic.services@colchester.gov.uk)  
[www.colchester.gov.uk](http://www.colchester.gov.uk)

# Terms of Reference

## Strategic Overview and Scrutiny Panel

- To review corporate strategies
- To ensure the actions of the Cabinet accord with the policies and budget of the Council
- To monitor and scrutinise the financial performance of the Council, and make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions
- To link the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic / Action Plans
- To scrutinise executive decisions made by Cabinet and the East Essex Area Waste Management Joint Committee and Cabinet Member decisions (with delegated authority taking a corporate / strategic decision) which have been made but not implemented, and referred to the Panel through call-in.

*The panel may a) confirm the decision, which may then be implemented immediately, b) confirm the decision back to the decision taker for further consideration setting out in writing the nature of its concerns, or c) refer the matter to full Council in the event that the panel considers the decision to be contrary to the Policy Framework of the Council or contrary to, or not wholly in accordance with the Budget.*

- To monitor effectiveness and application of the call-in procedure, to report on the number and reasons for call-in and to make recommendations to the Council on any changes required to ensure an effective operation.
- To scrutinise the Cabinet's performance in relation to the Forward Plan.
- To scrutinise the performance of Portfolio Holders.
- At the request of the Cabinet, make decisions about the priority of referrals made in the event of the volume of reports to the Cabinet or creating difficulty for the running of Cabinet business or jeopardising the efficient running of Council business.

# COLCHESTER BOROUGH COUNCIL STRATEGIC OVERVIEW & SCRUTINY PANEL 16 December 2008 at 6:00pm

## **Members**

Chairman : Councillor Arnold.  
Deputy Chairman : Councillor Kimberley.  
Councillors Barlow, Cory, Hazell, Higgins, Hogg, Naish,  
Pyman, Taylor and Young.

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

## **Agenda - Part A**

(open to the public including the media)

Members of the public may wish to note that agenda items 1 to 5 are normally brief and agenda items 6 to 9 are standard items for which there may be no business to consider.

## **Pages**

### **1. Welcome and Announcements**

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

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

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

### **2. Substitutions**

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

### **3. Urgent Items**

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

### **4. Declarations of Interest**

The Chairman to invite Councillors to declare individually any personal

interests they may have in the items on the agenda.

If the personal interest arises because of a Councillor's membership of or position of control or management on:

- any body to which the Councillor has been appointed or nominated by the Council; or
- another public body

then the interest need only be declared if the Councillor intends to speak on that item.

If a Councillor declares a personal interest they must also consider whether they have a prejudicial interest. If they have a prejudicial interest they must leave the room for that item.

If a Councillor wishes to make representations on an item on which they have a prejudicial interest they may do so if members of the public are allowed to make representations. In such circumstances a Councillor must leave the room immediately once they have finished speaking.

An interest is considered to be prejudicial if a member of the public with knowledge of the relevant facts would reasonably regard it as so significant that it is likely to prejudice the Councillor's judgement of the public interest.

Councillors should consult paragraph 7 of the Meetings General Procedure Rules for further guidance.

## **5. Minutes**

**1 - 8**

To confirm as a correct record the minutes of the meeting held on 4 November 2008.

## **6. Have Your Say!**

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

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

## **7. Items requested by members of the Panel and other Members**

(a) To evaluate requests by members of the Panel for an item

relevant to the Panel's functions to be considered.

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

## **8. Referred items under the Call in Procedure**

To consider any Portfolio Holder decisions, taken under the Call in Procedure.

*The panel may a) confirm the decision, which may then be implemented immediately, b) confirm the decision back to the decision taker for further consideration setting out in writing the nature of its concerns, or c) refer the matter to full Council in the event that the panel considers the decision to be contrary to the Policy Framework of the Council or contrary to, or not wholly in accordance with the Budget.*

## **9. Decisions taken under special urgency provisions**

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

## **10. Work Programme 2008-09**

See report from the Scrutiny Officer.

## **11. Life Opportunities targets 6-month performance report 9 - 17**

See report from the Head of Life Opportunities.

## **12. Climate Change and Carbon Management 18 - 33**

See report from the Head of Street Services.

## **13. Performance Related Pay for Cabinet Members 34 - 35**

See report from the Head of Corporate Management.

## **14. Exclusion of the public**

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

agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).





## **STRATEGIC OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2008**

*Present :-* Councillor Margaret Kimberley (Chairman)  
Councillors Nick Barlow, Mark Cory, Pauline Hazell,  
Peter Higgins, Mike Hogg, Kim Naish, Gaye Pyman,  
Nick Taylor and Julie Young

*Also in Attendance :-* Theresa Higgins

*Substitute Member :-* Councillor Christopher Hardy  
for Councillor Christopher Arnold

### **20. Urgent Items**

Councillor Naish commented that he was unhappy with the number of late reports submitted to members for consideration prior to scrutiny meetings. Councillor Naish said reports for this meeting had not been received until the Friday evening or the weekend prior to the meeting, and had left members of the panel little opportunity to read and digest the contents of each report. Councillor Naish said that whilst these reports had been posted to the Council's website on the Thursday prior to the meeting, again this left little time for members of the public to access this information. Councillor Naish concluded by asking that authors make every effort to ensure reports are made available within the stipulated time scales.

Mr. Robert Judd, Scrutiny Officer confirmed to the panel that the comments of Councillor Naish would be fed back to Executive Officers and Heads of Service.

**Councillor Peter Higgins (in respect of his wife being the Portfolio Holder for Culture, Tourism and Diversity) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)**

### **21. Investment in Firstsite Limited**

#### **Have Your Say**

Essex County Councillor, Richard Bourne, addressed the panel saying this review of Firstsite and the project Firstsite Newsite are inextricably linked and to try to review these as two separate items was not possible. Councillor Bourne said there was an expectation that there would be at some point an expert evaluation of the Firstsite Newsite project, but tonight's meeting did not meet this criteria, and whilst people were still waiting for this and still patient, it was wearing thin. Councillor Bourne said there was little point in evaluating the partnership arrangements until a review of the financial arrangements for Firstsite Newsite had been completed. Councillor Bourne concluded by re-iterating his request for a proper, external evaluation of the financial arrangements for Firstsite Newsite.

Mr. Andy Hamilton addressed the panel saying the report lacked substance, and that

the use of the word investment in the title of the report was a misuse of the English language. Mr. Hamilton felt there would be no return on the investment for the Borough of Colchester. Mr. Hamilton expressed disbelief that the taxpayer would be expected to keep the new build project financially moving, whilst more important issues during the current financial climate needed addressing.

Mr. Hamilton said the Firstsite Committee held meetings in secret and would not disclose their business plan, though still expected to receive huge additional subsidies to run the Firstsite Newsite building. Mr. Hamilton concluded by saying it will fall on the Council to keep this project running, though he believed the new building was a guaranteed failure and the Council were ignoring his and other people's warnings.

Councillor Dopson, Portfolio Holder for Performance and Partnerships addressed the panel, explaining that she had queries and reservations concerning this item. In reference to paragraph 2.4 of the covering report, and any scrutiny of Firstsite's business plan, Councillor Dopson said smaller groups and organisations, partners to the Council, were subject to far greater scrutiny of their business plan than was the case with Firstsite. Councillor Dopson queried the total 2006-07 Firstsite turnover of £957,462, as shown in paragraph 3.2 of the report, saying a detailed breakdown of this figure was required to allow members the opportunity to justify the Council's investment of £185,000 in the organisation. Councillor Dopson said members needed to have more detail on the financing of the organisation and how it works in order to satisfy the panel that the Council was getting value for money.

Councillor Tim Young, Portfolio Holder for Street and Waste Services addressed the panel, saying that the Labour Group had been the most sceptical group about the new Visual Arts Facility, and had requested a referendum on whether to go ahead with this project, a request that was refused. Councillor Young said his group remain sceptical about the ability of Firstsite to run the new arts facility on the completion of the build. Councillor Young said he had been refused the opportunity to attend a Firstsite annual general meeting, stating that Mr. Hamilton's earlier statement on this was worthy of further investigation. Councillor Young concluded by saying he had continually asked about progress towards fundraising by Firstsite, though information was never forthcoming, eventually he was told that fifty percent of the fundraising figure required towards the new build had been achieved. Councillor Young asked what is the current situation with regards to fundraising.

Mr. Chris Paveley, Chairman of Firstsite, Ms. Kath Wood, Director of Firstsite, and Mr. Wayne Warner, Commercial Director of Firstsite, attended the meeting for this item and gave a presentation on what the Council's investment in Firstsite delivered, including, a profile on visitor numbers, audience profile, leverage income, national recognition, working across the community, skills development and future plans.

In response to Councillor P Higgins, Ms. Wood said Firstsite's claim that Firstsite had gained national recognition was due to national press coverage within a Local Government Journal, and for the organisations association with Tate Connects, a programme launched by the Tate for the purpose of strengthening programmes, supporting artists, attracting audiences across the UK and creating a diverse, highly skilled workforce in the visual arts sector. Ms. Wood said the priority for Firstsite in

2009, prior to the new visual arts building being complete, will be to work locally in the communities, though until this building was operational, it would restrict visitor numbers, which would have a knock-on effect on revenue. Mr. Paveley said until the building was complete it would restrict investment in catering, sponsorship and events, with investors waiting for the new building to open. Mr. Paveley said the new building would attract new partners in the future, such as the Paul Hamlyn Foundation, who have committed to a six figure funding for labeling rights.

In response to Councillor Naish, Mr. Paveley and Ms. Wood confirmed that Firstsite was officially told of the delay to Firstsite Newsite in the early part of the 2008 summer, though work on future plans was being prepared in anticipation of this news. Mr. Paveley confirmed that Newsite are not party to negotiations in regard to the construction contract.

In response to Councillor Naish, Ms. Josie Worner, Cultural Services Manager said Firstsite are currently operating without a venue. The Victor Batte-Lay Trust, owners of the Minorities building are currently leasing the building to the Colchester Institute for the 'Generation Programme'. Ms. Worner, in response to Councillor Barlow, said there was a tripartite agreement between the three major investors in Firstsite to monitor financial and visiting statistics and to examine how each of the partners are delivering their objectives.

Mr. Warner, in response to Councillor J Young, said Firstsite's business plan included commercially sensitive information, and if published, would disclose knowledge to competitors which would have a knock-on affect on revenue and investments. Ms. Worner said participation in the arts was a general indication of the wellbeing of local people. Councillor J Young said the unwillingness of Firstsite to share their business plan gave the Council difficulty in tracking e.g. educational attainment, and whilst acknowledging the benefit of participation in the arts for local people, expressed discontent at not been able to scrutinise the Firstsite business plan.

In response to Councillor J Young, Ms. Wood said Firstsite had in the past monitored visitor numbers to the Minorities and it showed statistically that an estimated 10-15 percent of visitors only used the café. It was confirmed to Councillor Taylor that the competitors referred to in regard to the business plan, were companies vying for conferencing, retail and catering contracts.

Ms. Worner confirmed that there was a strong partnership between the funding partners, but that if a part of this funding was lost, it could degrade the core of the purpose of the partnership.

Mr. Adrian Pritchard, Chief Executive, Colchester Borough Council, addressed the panel explaining that the Council's funding was crucial to the partnership, the level of which was a decision taken by Council. This figure could be increased or decreased in future Council budgets, but this was not a decision taken by the Cultural Services Manager. Mr. Pritchard said Essex County Council and Arts Council England East (ACEE) had invested heavily in Colchester because they were confident in the organisations they were investing in. The ACEE has rigorous scrutiny processes in place to ensure it receives what it expects from its investment.

Mr. Paveley confirmed that Firstsite were not party to negotiations to the Firstsite Newsite project, but were producing a business plan based on the opening of the new building and as required by the funding partners and this would be accessible to Colchester Borough Council.

In response to Councillor Naish, Councillor's T Higgins and Dopson confirmed that they had not seen a Firstsite business plan. Councillor Dopson said whilst the panel had heard about

a Firstsite project at Jaywick, Tendring, and commercial activities, she felt the presentation had been sketchy, and with no business plan to scrutinise, was no clearer about the partnership arrangements.

Councillor P Higgins said he would like to see a further review of the partnership arrangements, with a business plan for the time leading up to the opening of the new visual arts facility, and details of the fundraising activity, to reassure the panel and to enable them to note the partnership with confidence. Councillor Barlow requested that a future review would include the partnership monitoring arrangements in the past and for the future.

Councillor Kimberley thanked representatives from Firstsite for attending the meeting and giving a presentation to the panel.

*RESOLVED* that the panel requested a further review of the Council's partnership arrangements with Firstsite, at the earliest convenient meeting, and to include details of the Firstsite business plan, a timeline of when the three major partners entered into the partnership, and the fundraising activities.

**Councillor Peter Higgins (in respect of his wife being the Portfolio Holder for Culture, Tourism and Diversity) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)**

**22. Review of the work of the Portfolio Holder for Culture, Tourism and Diversity in respect of Colchester's Roman Heritage**

**Have Your Say**

Mr. Andrew Hemmings addressed the panel, saying Colchester retained some of the best roman remains in the Country, some unique, such as the Roman Circus. That said, Mr. Hemmings remained concerned about the state of the current roman heritage, for example, the Roman Wall, taking the view that it was not particularly well looked after.

Mr. Hemmings believed people having visited roman towns and cities such as Bath, Chester and York, would, when visiting Colchester, think our roman heritage (RH) was not looked after or well presented. Mr. Hemmings felt that by not marketing or

presenting the roman heritage was a commercially lost opportunity.

Councillor Willetts addressed the panel, saying the panel had agreed to his request to review Colchester's RH (as part of the work of the Portfolio Holder for Culture, Tourism and Diversity) separately from the remainder of the portfolio responsibilities as it was worthy of review in its own right. Councillor Willetts said Colchester is miserly in its contribution towards RH and in particular the Roman Circus, a unique differentiator for Colchester, treating RH as a millstone around its neck.

Councillor Willetts said the RH reserve fund was lost in 2001/02 and was the start of a reduction in funding and the will to preserve our RH. Councillor Willetts concluded by requesting serious effort by the forward planners to ensure a fully costed programme and assessment of all ten RH sites was undertaken.

Councillor Theresa Higgins, Portfolio Holder for Culture, Tourism and Diversity presented the report on Colchester's RH. Photographic slides were shown of a Map of Roman Colchester, the Roman Walls at Roman Road (to be refurbished), Priory Street (refurbished) and Balcerne Gate, the Butt Road Roman Church and Colchester Roman Circus.

Mr. Philip Wise, Heritage Manager, addressed the panel, explaining the development of the Roman Circus as a new visitor attraction, including a gladiatorial virtual reality facility along the lines of the cinematic film Ben Hur, visitor direction signs and orientation points.

Councillor T Higgins said whilst there was no longer a Heritage Reserve, the panel, if it were so desired, could propose to Cabinet a reinstatement of this reserve.

Councillor Hogg suggested to the Portfolio Holder that an invitation should go to Lewis Hamilton, F1 World Champion, to publically open the Roman Circus.

Councillor Hogg and Councillor Naish thanked officers for a very good, informative report. Councillor Hogg also asked the Portfolio Holder to consider an exchange package on RH with Colchester's twin towns.

Councillor Young welcomed this report, saying Colchester does undersell itself. Councillor Young endorsed the comment by the Portfolio Holder to propose to the Cabinet a reinstatement of the Heritage Reserve Fund.

Councillor Kimberley added her congratulations to officers on the report and thanked the Portfolio Holder for Culture, Tourism and Diversity and officers for attending the meeting.

*RESOLVED* that the panel:

- i) Noted the report on the Review of the work of the Portfolio Holder for Culture, Tourism and Diversity in respect of Colchester's Roman Heritage.
- ii) Proposed to the Cabinet a request to have the Heritage Fund Reserve reinstated into the 2009-10 Budget.

- iii) Requested an update report on Colchester's Roman Heritage in 2009-10.
- iv) Asked the Portfolio Holder for Culture, Tourism and Diversity consider innovative ways of marketing Colchester's Roman Heritage, e.g. sponsored signage / visual displays to show where the RH locations are, a location for cinematic and television filming.

## **23. Minutes**

The minute of the meeting held on 23 September was confirmed as a correct record, subject to the following amendment. Item 19, A New Nuclear Power Station at Bradwell, Have Your Say, paragraph 3, sentences 2, 3 and 4 to read;

Mrs. Whitney said electricity is only one-fifth of climate change gases and energy use, and nuclear power provides only one fifth of electricity production. With this in mind Mrs. Whitney said if nuclear energy can only make around four percent difference if the current capacity is replaced with new nuclear power stations, a greater effect can be achieved by saving wasted energy and energy efficient measures. Mrs. Whitney spoke of the continual rising costs of decommissioning old power stations, a figure that had recently increased by £10 billion and now stood at £83 billion.

Councillor Barlow congratulated officers in providing a detailed minuted account of what had been a very informative and successful debate.

## **24. Consultation on the Strategic Siting Assessment Process (SSA) and Siting Criteria for New Nuclear Power Stations in the UK**

### **Have Your Say**

Ms. Val Mainwood addressed the panel saying on behalf of the group, Bradwell for Renewable Energy, she congratulated the Scrutiny Panel on the open-minded way it has engaged with the public, in particular with the people of West Mersea.

Ms. Mainwood was equally pleased to see the thoughtful assessment that the Panel has produced. A recommendation from Colchester Borough Council for a thorough review would benefit not only those on Mersea, but all who are in similar proximity. Ms. Mainwood said we cannot condone leaving Health out as a criterion in the SSA, given the reported links to childhood leukemia's and other cancers. Ms. Mainwood also asked the Council to consider the following implications in any future reviews.

Ms. Mainwood said the recent focus on British Energy's plans to build a twin reactor was only part of the story. The Nuclear Decommissioning Authority (NDA) is preparing to sell a tranche of land adjacent to the old Magnox site, and the journal Nuclear Engineering International recently wrote of the implications, describing how the NDA, in order to maximise its profits due to short-fall in Government subsidy, is encouraging hot competition amongst the major European utility companies. It was envisaged that the

land at Bradwell could sell, in real estate terms, from £2million to £6 million per acre, the equivalent of prime residential development land in London, and to recoup the costs, the successful utility will want to take full benefit of the land potential. But because a single nuclear site might be able to accommodate two or even three reactor units, the total profitability of each station could be as high as £4.8 billion for a twin-unit, or £5 billion for a triple-unit AP1000, 4-5 times larger than that of a single reactor.

Ms. Mainwood concluded by saying in the future Mersea residents could be looking over the Blackwater Estuary at five or more nuclear reactors, together with a twin reactor in a state of decommissioning, in a heavily industrialised landscape. Once the land is sold, all decisions (other than regulatory) will be out of Whitehall's hands, and of course ours. Where the public fits into this scenario is far from clear. The SSA Criteria do not include the impact of local views on any plans. It seems that commercialisation of our energy supply means that we the public are squeezed out of major plans for our area.

Mrs. Paula Whitney addressed the panel saying she was pleased that Colchester Borough Council had shown an interest, and thanked them for being involved and responding to the Government consultation.

Mrs. Whitney said she would like to see the Council's response be extended to take account of other factors. Mrs. Whitney said Bradwell, in close proximity to large populations, was on an earthquake fault line, and certain areas of the Borough, including West Mersea Island are at risk from tidal flooding. If a major incident occurred on or close to West Mersea Island, for example at Bradwell, West Mersea Island and the surrounding area with south to south westerly prevailing winds would be in the direct path of any contamination. Mrs. Whitney said she would like to see the response include 'storm surge and coastal processes' as an exclusionary criterion along with an added exclusionary criterion of 'evacuation'.

Mrs. Whitney also believed that areas such as around the West Mersea Island, that have sites of natural beauty, of natural scientific interest, that attracted tourism and provided commercial fishing waters, should be granted exclusionary status.

The Chairman, Councillor Kimberley, and Councillor Higgins expressed congratulations to the residents of West Mersea and members of the panel for attending the review at West Mersea Island on 23 September 2008, and in what was generally agreed to be a thoughtful and balanced debate.

Councillor Kimberley thanked Ms. Mainwood and Mrs. Whitney for addressing the panel, explaining that their comments had been recorded and would and would be considered at future review meetings.

Councillor Higgins said he did not think seismic risk was a criterion that should be given any serious consideration. Councillor Higgins said any new build nuclear power stations are built to withstand earthquakes far beyond any that had been experienced in Europe in the last 5,000 years, citing as an example, those built in California on the San Andreas fault line. Councillor Higgins suggested any response stating seismic risk as an exclusionary criterion would harm the credibility of the Council's response.

Mr. Robert Judd, Scrutiny Officer, addressed the panel saying that he had received many responses from interested members of the public, and in view of these responses and the views taken by the panel at the West Mersea Island, asked the panel to agree to extend the proposed response to suggest the inclusion of 'storm surge and coastal processes' as a separate exclusionary criterion (given this was inextricably linked to flooding), and to address the issue of evacuation within the response.

*RESOLVED* that the panel;

- i) Commented and noted the proposed response by the Leader of the Council on the Consultation on the Strategic Siting Assessment Process and Siting Criteria for New Nuclear Power Stations in the UK.
- ii) Agreed that the response should be expanded to include 'storm surge and coastal processes' and 'evacuation'.



16 December 2008

Report of	Head of Life Opportunities	Author	Matt Sterling Tel. 282577
Title	Life Opportunities targets 6-month performance report		
Wards affected	All wards		

**The Panel is invited to consider the first 6-months performance data for the Life Opportunities targets**

## 1. Action required

- 1.1 The panel is asked to consider / comment upon the first 6-months performance data for the Life Opportunities targets.

## 2. Reason for scrutiny

- 2.1 Although performance management for these targets is carried out by the Public Service Partnership; the Council contributes work to many of the targets, and has recently re-organised its senior management team to create a Life Opportunities group.

## 3. Definition of terms

- 3.1 *Local Area Agreement (LAA)*: an agreement between Essex County Council and central government, to which this Council is a signatory. Building on the district's Sustainable Communities Strategies, and the Essex Partnership's strategy; the LAA includes 69 targets for 2008-2011. Many of these targets are drawn from the government's list of National Indicators, while some are locally originated. Essex County Council will report progress on most of these targets to central government who will use them as an important part of the forthcoming Comprehensive Area Assessment.
- 3.2 *Life Opportunities targets*: a set of targets created locally and voluntarily adopted by partner organisations in Colchester to direct resources and activity at the areas of greatest need. These targets are intended to improve the quality of people's lives throughout the borough. In the past, the Council prioritised what it described as 'deprived wards'. These targets cover small geographic areas throughout the borough. They allow agencies to focus work at relatively small geographic areas of need, and to attract funds from outside the borough to do so.
- 3.3 *Public Service Partnership (PSP)*: a sub-committee of the Local Strategic Partnership (Colchester 2020) which performance manages the Local Area Agreement and the Life Opportunities targets. Members include this Council, Essex County Council, North East Essex Primary Care Trust, Colchester Hospital University Foundation Trust, Essex Police, The Learning and Skills Council, and Colchester Community Voluntary Services.

## 4. Background information

- 4.1 There are 15 Life Opportunities targets covering 6 themes (crime, education, health, housing, skills, and worklessness).

- 4.2 The targets have different time-spans. Some expire at the end of this year, others last until 2010, with one lasting until 2013. The PSP can add to, or amend the targets from time to time if they consider it appropriate.
- 4.3 Action Plans are in place for each target. Performance is monitored by the PSP on a 6-monthly basis, with revisions to the action plans being made as required.
- 4.4 These targets complement the targets within the new Local Area Agreement (LAA). The LAA targets cover the whole of Essex, with district level targets for most of them. The Life Opportunities targets focus on smaller geographic areas (such as Super Output Areas, primary school catchments, or wards). They also enable us to focus on issues which are of particular interest to Colchester rather than to the whole county.

## 5. The targets

- 5.1 The current Life Opportunities targets, with the lead organisations, are listed below:

### **Crime** (lead organisation: Essex Police)

- 1. Reduce the incidents of anti-social behaviour in St Andrews and Harbour wards by 5%
- 2. Reduce a basket of violent offences in Colchester town centre by 5%

### **Education** (lead organisation: Essex County Council)

- 3. Improve the number of schools where less than 65% of pupils achieved KS2 level 4 or above in English by 2 schools by Dec 08
- 4. Improve the number of schools where less than 65% of pupils achieved KS2 level 4 or above in Maths by 2 schools by Dec 08
- 5. Improve the percentage of half day sessions missed in primary schools from 5.2% to 4.9% and secondary schools from 7.7% to 7.1%
- 6. Reduce the difference between boys' and girls' attainment in reading at KS2 by 2%

### **Health** (lead organisation: North East Essex Primary Care Trust)

- 7. Increase the number of people supported to quit smoking in the worst affected areas by 5.5% and the number of actual quitters by 2.5%
- 8. Reduce the gap in childhood obesity by 3% between the average rate for the 12 worst affected schools and the average rate for all schools
- 9. Reduce the number of teenage conceptions by 20% in the wards with the highest rates

### **Housing** (lead organisation: Colchester Borough Council)

- 10. Reduce the gap between the borough average and the worst affected area for private sector houses falling below the decent homes standard by bringing 50 homes in New Town up to the decent homes standard by 2013
- 11. Increase the amount of affordable housing available in the Borough by 250 homes (increasing the stock by 2.64%)
- 12. Reduce the number of households living in homelessness temporary accommodation by 50%
- 13. Reduce the number of CBH tenants who are evicted due to rent arrears by 25% by providing pro-active assistance to combat debt

### **Skills** (lead organisation: Learning and Skills Council)

- 14. Increase Skills for Life achievement rates for adults in Tiptree, Berechurch and St Andrews wards to 90% to reduce the gap between the Colchester average and these wards, thereby reducing the net working population with no or low skills, as per 2001 census.

## **Worklessness** (lead organisation: Job Centre Plus)

15. To reduce worklessness amongst Lone Parents living in St Andrew's, St Anne's and Highwoods by 12 people

## **6. Performance**

- 6.1 The attached report details progress against each of the targets. A headline indication is given for each target (red, amber or green); and then a detailed narrative. Where data is available, it is shown as a quantitative measure against the target. Where data is not yet available, a qualitative narrative of progress is given.
- 6.2 Having reviewed this performance report, the Public Service Partnership has agreed the following:
- 6.3 Crime and anti-social behaviour: performance is good for these targets and the current joint working should continue.
- 6.4 Education: these targets have now expired. In practice, targeting work has been difficult. The Children and Young People's Strategic Partnership will work with the PSP to devise a new target. It is likely this will be a single target concentrating on helping to marshal partner agency and voluntary sector resources to improve performance in specific schools.
- 6.5 Health: data for the smoking target is good; data for the other two targets is not yet available but progress towards the action plans for these targets is good. Current joint working should continue, although a revision of the action plan to reduce teenage pregnancies may be needed shortly.
- 6.6 Housing: progress against the action plan for target 1 is good. Target 2 has now been achieved, and because the new LAA contains an update of this target, it was agreed not to replace it within the Life Opportunities targets. Good progress has been made towards target 3, although the figures have deteriorated in the past month. A revised action plan is being worked-on for this target. It is unlikely target 4 will be achieved, although a great deal of effort has been put in to providing better pro-active assistance to tenants experiencing debt problems. CBH will meet representatives of the PSP shortly to address this problem.
- 6.7: Skills: data is not yet available for this target but progress against the action plan is good. Because performance data for this target would not be available until after the 2011 census, the PSP agreed to re-word it to allow for data to be more easily gatherable.
- 6.8 Worklessness: although up-to-date data for this target will not be available for a few months yet, progress against the action plan is good. This target is clearly threatened though by the economic slow-down. However, in a difficult job market, the help that this target stimulates may be more important.

## **7. Strategic Plan references**

- 7.1 Tackling deprivation.

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

- 8.1 The work described in this report helps to improve equality by tackling barriers to people being able to enjoy good life opportunities.

**9. Community Safety implications**

9.1 The work towards the first two Life Opportunities targets will directly improve community safety in the borough.

**10. Health and safety implications**

10.1 Having considered health and safety implications, there are none which are significant to the matters in this report.

**Background Papers**

Life Opportunities 6-months Performance report, Oct 08.

## Life Opportunities Performance monitoring report

Date: **Oct 08** Prepared by: Matt Sterling (☎ 01206 282577)

**Status:** **G:** Achieved or on track to be achieved; **A:** Some concerns about achievement or data not yet available; **R:** Not on track to be achieved

Target	Lead agency	Ultimate deadline	Status	Progress
--------	-------------	-------------------	--------	----------

<b>Crime</b> Reduce the incidents of <b>anti-social behaviour</b> in St Andrews and Harbour wards by 5%	Essex Police	Mar 09	<b>G</b>	<b>ON TRACK</b> <u>St Andrews (Beat 130B)</u> <b>32% reduction so far</b> Baseline: 1245 Overall annual target 08: 1182.75 Target for first 4 months 08: <b>394</b> Achieved first 4 months 08: <b>283</b>  <u>Harbour(Beat 122A)</u> <b>22% reduction so far</b> Baseline: 630 Overall annual target 08: 598.5 Target for first 4 months 08: <b>199.5</b> Achieved first 4 months 08: <b>164</b>  <u>Town Centre:</u> <b>8% reduction so far</b> Baseline: 978 Overall annual target 08: 929.1 Target for first 4 months 08: <b>309.7</b> Achieved first 4 months 08: <b>300</b>
<b>RECOMMENDATION:</b> Continue our successful joint working and refine target areas in March 09				

Education					
Improve the number of schools where less than 65% of pupils achieved <b>KS2 level 4 or above in English</b> by 2 schools	ECC	Dec 08	<b>R</b>	<b>NOT ACHIEVED</b> Baseline (05): Targets: Performance 07: 5 schools 3 schools 5 schools	
Improve the number of schools where less than 65% of pupils achieved <b>KS2 level 4 or above in Maths</b> by 2 schools	ECC	Dec 08	<b>G</b>	<b>ACHIEVED</b> Baseline (05): Target: Performance 07: 10 schools 8 schools 8 schools	
Improve the percentage of <b>½ day sessions missed</b> in primary schools from 5.2% to 4.9% and secondary schools from 7.7% to 7.1%	ECC	Dec 08	<b>A</b>	<b>ON-TRACK</b> <ul style="list-style-type: none"> <li>Media campaign delivered by the local authority at the end of summer term.</li> <li>Behaviour and Attendance Partnerships established. Work commences in September 08. TASC managers will be working with headteachers in these clusters to share models of effective practice, introduce initiatives to address attendance and behaviour issues.</li> </ul>	
Reduce the difference between <b>boys' and girls' attainment</b> in reading at KS2 by 2%	ECC	Dec 08	<b>A</b>	Little evidence of progress against the action plan, but recent improvements in outcomes at a county level.	
<b>RECOMMENDATION:</b> To better align these targets with the new LAA, and to reflect the lessons learnt during this first period of joint working: to overhaul these 4 targets, introducing one new target focussing on improving performance in a small number of named schools by attracting extra resources and involvement such as voluntary sector initiatives.					

<b>Health</b>				
Smoking: Increase the number of people supported to <b>quit smoking</b> in the worst affected areas by 5.5% and the number of actual quitters by 2.5%	NEEPCT	Mar 2010	<b>G</b>	<p><b>ON TRACK</b> We have already made good progress in increasing the proportion of quitters (1.5% against target of 2.5% by 2010).</p> <p>However, more effort will be required to increase the proportion of smokers who access the service from the target wards. Additional investment has gone into providing access to the most effective 'drugs' to support quitters. More promotional work has been requested including improving our social marketing through closer working with our Community Development Workers.</p> <p><b>DATA NOT YET AVAILABLE</b> Data available in December 2008.</p>
Overweight and <b>obesity in children</b> : Reduce the gap by 3% between the average rate for the 12 worst affected schools and the average rate for all schools	NEEPCT	Mar 2010	<b>A</b>	<p>The programmes are running well and have good outcomes once they get stated, but reaching and recruiting the people with the least healthy lifestyles is a constant challenge.</p> <p>We have requested LAA reward money to help us Target these programmes more effectively.</p> <p><b>DATA NOT YET AVAILABLE</b> Progress against the action plan is good.</p>
Reduce the number of <b>teenage conceptions</b> by 20% in the wards with the highest rates	NEEPCT	Mar 2012	<b>A</b>	<p>The figures for Colchester got worse in the years before our work started. However, the figures for our target wards improved. Data for the current period will not be available for 2 years. Suggest adding East Donyland to the target areas.</p>
<b>RECOMMENDATION:</b> Continue our successful joint working; increasing the targeting of initiatives at the identified areas of highest need.				

<p><b>Housing</b></p> <p>Reduce the gap between the borough average and the worst affected area for <b>private sector houses falling below the decent homes standard</b> by bringing 50 homes in New Town up to the decent homes standard by 2013</p> <p><i>Updated target</i></p>	CBC	Mar 2013	A	<p><b>ON TRACK</b></p> <p>Report going to portfolio holder for neighbourhoods in December to seek approval for area action plan in Newtown following recommendations from stock condition survey</p>
<p>Increase the amount of <b>affordable housing</b> available in the Borough by 2.64% (250)</p>	CBC	Mar 08	G	<p><b>ACHIEVED</b></p> <p>(265 homes delivered – 125 without the use of public funds).</p> <p><i>Target now updated to align with LAA2 for 2008-11 – 383 homes</i></p>
<p>Reduce the number of <b>households living in homelessness temporary accommodation</b> by 50%</p>	CBC	Mar 10	A	<p><b>RECENT DETERIORATION</b></p> <p>Baseline: <b>295</b></p> <p>Target for 2010: <b>170</b>.</p> <p>Performance as at 30/06/08: <b>191</b>.</p> <p>Performance as at 30/09/08: <b>226</b></p>
<p>Reduce the number of <b>CBH tenants who are evicted</b> by 25% by providing pro-active assistance to combat debt</p> <p><i>Updated target (changed from 50% reduction at request of CBC and CBH)</i></p>	CBC / CBH	Mar 09	R	<p><b>AT RISK</b></p> <p>Target for Apr 08 – Mar 09: no more than 15 evictions (25% fewer)</p> <p>Apr – Aug 08: 12 evictions</p>
<p>“The action plan for this target introduced further support and assistance for tenants to reduce the likelihood of eviction – this year we have introduced a number of new services for tenants to support them with finances and to avoid eviction – for example:</p> <ul style="list-style-type: none"> <li>• Working in partnership with the CAB for money and debt advice</li> <li>• Change of procedure to introduce more personal contact and visits to tenants at early arrears stage to prevent high levels of debt</li> <li>• Welfare Rights Officer makes contact with all new tenants and all tenants where Housing Benefit entitlement ceases to offer further benefit advice</li> <li>• Working partnership established with Youth Enquiry service to assist tenants under 25 years old to maintain their tenancy</li> <li>• Extended partnerships with local Credit unions and set up a partnership with a not for profit company – Foundation East to offer loans to tenants in order to avoid rent arrears.”</li> </ul>				
<p><b>RECOMMENDATION:</b> Continue successful working towards targets 1. Target 2 is complete. Need to revise action plan for 3. To reflect the new joint work between CBC and NEEPT, adopt a new target to reduce fuel poverty.</p>				

<p><b>Skills</b></p>				
<p>Increase <b>Skills for Life</b> achievement rates for adults in Tiptree, LSC</p>	Mar 2010	A	<p><b>ON-TRACK</b></p>	



<p>Berechurh and St Andrews wards to 90% to reduce the gap between the Colchester average and these wards, thereby reducing the net working population with no or low skills, as per 2001 census.</p>				<p>11 people have completed a 4-week Learning Champions course; 4 more are about to start in Tiptree. 6 people are completing a 9 week basic literacy course in Greenstead. This is being provided by Greyfriars as a result of a request from residents</p>
<ul style="list-style-type: none"> <li>• The Learning Champions are resident volunteers, and they will now work within their local communities to promote learning to improve skills.</li> <li>• A learning needs questionnaire has been developed with the assistance of CBC's marketing team, and it has been made available at a number of events and locations.</li> <li>• Courses that are not currently available will be commissioned using £30,000 of funding made available for the project by the LSC.</li> <li>• The project in Berechurh has engaged with the wives of army personnel currently serving in Afghanistan.</li> </ul> <p><b>RECOMMENDATION:</b> Re-word the target to include a count of number of people from the target wards who will complete a qualification.</p>				

<p><b>Worklessness</b></p> <p>To reduce <b>worklessness amongst Lone Parents</b> living in St Andrew's, St Anne's and Highwoods by 12 people</p>				
<ul style="list-style-type: none"> <li>• 3 lone parent 'options' events held at Rowan House using CBC HR team</li> <li>• Job Centre Plus has recruited an outreach adviser to work in the target wards (starts Nov 08)</li> <li>• Job Centre Plus exploring the possibility of providing a management secondee to boost project resource for this target</li> <li>• CBC's Welfare Rights team will provide 'better off calculations' for Job Centre clients being helped as part of this project (starts Nov 08)</li> </ul>	<p>Jobcentre Plus / CBC</p>	<p>Mar 2009</p>	<p><b>G</b></p>	<p><b>ON-TRACK BUT THRETAENED BY ECONOMIC SLOW-DOWN</b> Feb 07 – Feb 08: <b>40 fewer</b></p>
<p><b>RECOMMENDATION:</b> Continue our successful joint working, reviewing this target in March 09.</p>				

16<sup>th</sup> December 2008

<b>Report of</b>	<b>Head of Street Services</b>	<b>Author</b>	<b>Chris Dowsing</b> ☎ 282752 <b>Samantha Preston</b> ☎ 282707
<b>Title</b>	<b>Climate Change and Carbon Management</b>		
<b>Wards affected</b>	All wards		

**The Panel is invited to review the actions the Council has taken to mitigate and adapt to the impacts of climate change under its Nottingham Declaration Commitment.**

## 1. Action Required

- 1.1 The Panel are asked to comment on this report updating on actions planned and taken to mitigate and adapt to climate change.

## 2. Reasons for Scrutiny

- 2.1 To obtain an opinion from Members on the actions in the Nottingham Declaration Action Plan to determine whether they are appropriate and will be effective in mitigating the impacts of climate change in the Borough with the subsequent benefits nationally and globally.

## 3. Background information

- 3.1 As the Council is a signatory to the Nottingham Declaration it must produce an Action Plan to demonstrate its commitment. However, this is not prescriptive so the Council could choose to do more or less than is suggested in the attached draft Policy and Action Plan.

## 4. Further sections

- 4.1 The Council has several targets relating to climate change mitigation and adaptation.
- NPI 185, CO<sub>2</sub> reduction from local authority operations (requires year on year percentage decrease)
  - NPI 186, Per capita reduction in CO<sub>2</sub> emissions in LA area
  - NPI 188, Preparing to adapt to climate change
  - Colchester's Carbon Challenge, 30% reduction in CO<sub>2</sub> emissions in the borough by 2020
  - Local Authority Carbon Management programme (LACM) – 25% reduction in CO<sub>2</sub> emissions from our own operations by 2012.
- 4.2 As part of the Council's commitment to climate change, the Nottingham Declaration was signed in February 2007. Under this commitment the Council must develop a strategy on climate change within two years of signing the declaration. This strategy has now been drafted and will act as an overarching, working strategy that addresses all of the above targets. The strategy focuses on four priority areas including; reducing our own

emissions, delivering sustainable services, being a community leader and using our powers.

### **Reducing our own emissions**

4.3 To reduce the CO<sub>2</sub> emissions from Council operations we have joined the 5<sup>th</sup> phase of the Carbon Trust's LACM programme. The first phase of projects are now underway and will provide savings of approximately 1,127 tonnes of CO<sub>2</sub> per annum. Projects commissioned so far include –

- Staff awareness campaign
- Snooze button shutdown software for Council PC's
- Installation of PowerPerfector at the top 10 electricity usage sites
- Ecoflow fuel optimisation device
- Refurbishment of the fitness pool at Leisure World.

From the start of the LACM to the target year, 2012, there are financial savings to be made from the difference between projected energy costs under the business as usual scenario and the reduced emissions scenario which is termed the total value at stake. This has risen since the start of the LACM process from £2.2million to £3.2million purely through the recent rises in energy costs. Whilst this does not equate to a direct monetary saving for the Council, it does however represent "cost avoidance" over the term of the LACM programme. Further projects may be included that give similar incentives and provide opportunities to 'invest to save'.

4.4 Other projects that have been included in the LACM target are – refurbishment of Lion Walk toilets (saving 12.67 tonnes co<sub>2</sub> per annum), use of a fuel additive in the waste vehicle fleet (saving 43.55 tonnes co<sub>2</sub> per annum), Valve and Flange Insulation at 12 sheltered housing sites – Colchester Borough Homes (saving 164.89 tonnes co<sub>2</sub> per annum).

4.5 The Council's staff awareness campaign has now been running for over a year and has been a success. In the first year the project managed to save 46 tonnes of CO<sub>2</sub> and £8,500. The campaign is used as an example of best practice by the Carbon Trust and has also won a merit award at the Colchester Business Awards in the Environmental Awareness Category. We now have around 15 Carbon Reduction Champions from across a wide range of services who promote environmental and sustainability issues in their service areas. At present the estimated financial savings made by the reduced use of energy brought about by the staff awareness campaign stands at £15,890. The awareness campaign will continue throughout the whole LACM period.

### **Being a community leader**

4.6 The Council has undertaken various activities to raise awareness externally over the last year including participation in the 2020 carbon challenge, town centre road shows, an Eco-Schools summit, visiting community groups and attending local fetes. One way of quantifying the effectiveness of this awareness raising is to collect personal pledges from customers, we have joined up with Essex County Council and CRed (Carbon Reduction Essex – a not for profit organisation) to do this. In the last year CBC has managed to collect 1457 pledges which equates to savings of 549 tonnes of CO<sub>2</sub>. Colchester is currently the most active borough in Essex for getting pledges and therefore commitment through the CRed scheme.

4.7 Various educational materials have been developed, including a Nottingham Declaration Strategy Summary, a Climate Change section on the Council's Website, information and

tips for staff on the Council's internal intranet 'The Hub' and also a publication that will feature climate change information which will be going out to every household in the borough.

4.8 Our Climate Change Officer has attended many events in the borough to give presentations on climate change and energy efficiency including the CBH Tenants Conference, Lion Walk Activity Centre and a Members event within the Council. We have also had a very active role in the Colchester2020 Carbon Challenge including the launch and more recently their business breakfast.

4.9 A bid has been submitted for Local Area Agreement (LAA) funding to develop a business green doctor project in Colchester. Small and medium sized businesses in the Borough are responsible for around 32% of CO<sub>2</sub> emissions and huge savings could be made by supporting these businesses to become more energy efficient. The project will involve an environmental consultant giving free energy audits to suitable businesses and a clear action plan of how they can save energy. This will also be beneficial in the present financial climate by helping businesses to reduce their costs as well as their emissions.

There is also potential to link up the 'Business Green Doctor' scheme with the Eco-Schools programme run by the Council's Strategic Waste Team in the borough. The pupils at eco-schools have experience in conducting basic energy audits and we want to link this up with their work experience placements when placed in local businesses so that they are able to pass on energy saving advice. This type of scheme has not been done anywhere else as far as we are aware which means it would be a very innovative project that could be used to show the Council as an exemplar in this area.

4.10 It is also essential to support other influencers upon the community, such as community groups and organisations, in spreading information on energy efficiency. We are working in partnership with the Hythe Community Centre with their aspirations to fit photo-voltaic panels on their roof and also other energy saving measures including education for the Centre users by helping them in their bids and grant applications for funding. We hope to then promote this as an example to other community groups in the Borough and offer them support to do the same.

### **Delivering sustainable services**

4.11 It is important when making progress with climate change mitigation and adaptation that senior management and the Cabinet members are on board and showing support for this work. For this reason we will be asking that sustainability/climate change is on the agenda for SMT and GMT meetings when appropriate. We have attended an SMT meeting to present this idea and all SMT members agreed to support this being taken forward.

There is an active Sustainability Action Group (SAG) with members from across services. Members are actively encouraged to bring forward initiatives from within their services that support the aims of the Nottingham Declaration. This also helps to further develop the action plan by bringing forward new initiatives and ideas to the group. We are encouraging SAG members to actively raise any important issues from their services raised at GMT meetings and vice versa.

4.12 When developing the Nottingham Declaration Strategy Heads of Service were asked to comment and contribute. As part of the commitment to the aims and vision of the strategy each service area will need to consider their own Service Plans and ensure that they includes actions and ways of reducing the environmental impact of the services we provide and that they are investigating the types of actions that may be necessary to

adapt to the possible impacts of climate change. From January 2009 the Climate Change Officer will be visiting each service area to give advice and support to groups to enable this.

- 4.13 As a member of Colchester2020 Travel Plan Club, the Council is actively trying to support sustainable transport modes for our staff. Recently this has included incentives for car sharing, a free breakfast for cyclists during bike week and also the other public transport offers such as discounted bus and rail travel.
- 4.14 The Council is now legally required to have Display Energy Certificates (DEC's) visible in the Town Hall, Leisure World and Angel Court. The purpose is to show the public how energy efficient each building is and also how efficient it could be.
- 4.15 Throughout all of our work around climate change it has been essential to develop strong partnerships. We are working closely with Essex County Council and the districts and Borough's of Essex to develop an action plan for the indicators that come under the Local Area Agreement. We have taken the view that while there are specific issues that could affect Colchester from Climate Change there is much to be gained from sharing ideas, experiences and Best Practice with others. We also work closely with all the members of Regional Cities East and are leading on carbon reduction in businesses to develop a 'day of best practice' in December.

### **Using our powers**

- 4.16 It is vital that as a Council we harness the powers that we have, for example in planning, to minimise impact on climate change in the borough. Our Spatial Policy, Building Control and Development Control teams ensure that all future developments will be more sustainable and will also stand up to any changes in climate.
- 4.17 The procurement strategy for the Council is being revised and will include aspects of increased sustainability. By ensuring we have a strong sustainable procurement strategy the Council will be able to influence the wider market place. As part of this we would also like to encourage people to purchase recycled or sustainable paper. In order to offset the increased costs this may incur we have given training to our Carbon Reduction Champions on the Multi-Functional Devices to help reduce printing.

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

- 5.1 The Nottingham Declaration relates to the strategic plan under the theme of being the cleanest and greenest.

### **6. Consultation**

- 6.1 We have carried out a consultation on the Nottingham Declaration Strategy and the overall response has been very positive. Out of 141 of respondents asked whether they believe that climate change is real and will affect them, 90% said yes, 92% of respondents also agreed that the Council has a duty to something about it. The majority of respondents agree with the Council's priorities under the Nottingham Declaration.
- 6.2 Comments from the consultation included several respondents saying that they felt transport should be more of a priority, therefore we will be expanding on this in the final draft of the strategy. Other comments also include that respondents think we should be using our powers more to enforce action rather than encourage it.

### **7. Publicity Considerations**

7.1 As no decision is required there are no publicity considerations. However as with all of the projects under the Nottingham Declaration and LACM we will be communicating updates as set out in the Nottingham Declaration Action Plan.

## **8. Financial Implications**

8.1 There are separate financial implications for each of the actions within the action plan.

## **9. Equality, Diversity and Human Rights Implications**

9.1 An Equality and Diversity Impact Assessment has been carried out for the Nottingham Declaration Strategy and found that there may be implications under priority two, 'Being a Community Leader'. In order to ensure that we access all groups in awareness raising activities we will monitor users with a questionnaire or demographic indicators such as age, ethnicity, gender and postcode.

## **10. Community Safety Implications**

10.1 There are no community safety implications.

## **11. Health and Safety Implications**

11.1 There are no health and safety implications.

## **12. Risk Management Implications**

12.1 Under NPI 188, preparing to adapt to climate change, risk management and business continuity will be a vital part in achieving the Council's target. We will be looking into risk management plans for each service to ensure that they have plans in place to continue service in a changed climate such as extreme weather conditions, flooding and drought.

## **Background Papers**

## Nottingham Declaration Action Plan

### Priority 1 – Reducing our carbon footprint

<b>Workstream</b>	<b>Action</b>	<b>Cost</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Lead officer</b>
Local Authority Carbon programme (LACM)	<b>Strategy and Implementation Plan (SIP)</b> Work with Carbon Trust to assess all CO2 emissions from Council services and operations to develop a baseline and from this establish a target for reduction.	No direct cost - officer time only	The strategy and implementation plan will be a working document that can be followed to ensure progress is made in achieving the target. The document sets out a programme of activities. We believe that this programme of activities will not only deliver carbon reductions in line with our Climate Change Strategy and significant cost savings for the Council, but will also position ourselves for impending new regulatory requirements such as the EPBD, The National Framework of Performance Indicators and the Colchester 2020 Carbon Challenge.	Completed - March 08	Lee Spalding
LACM	<b>Refurbishment of fitness pool at Leisure World</b>	£372,000	Annual saving of 412 tonnes of CO <sub>2</sub> and £60,000 in energy costs.	Jan-09	Lee Spalding
LACM	<b>Replacement of cremators at Colchester Crematorium</b>	£750,000	Annual saving of 167 tonnes of CO <sub>2</sub> and £23,000 in energy costs.	2009	Lee Spalding
LACM	<b>Replacement of heating system and insulation of roof at Colchester Castle</b>	£326,000	Annual saving of 18 tonnes of CO <sub>2</sub> and £3,000 on energy costs.	2010	Lee Spalding
LACM	<b>Replacement of lighting at Rowan House offices</b>	£150,000	Annual saving of 36 tonnes of CO <sub>2</sub> and £5,000 on energy costs.	TBC	Lee Spalding
LACM	<b>Snooze Button</b>	£2,500	Annual saving of 39 tonnes of CO <sub>2</sub> and £5,000 on energy costs.	Dec-08	Lee Spalding

LACM	<b>Time control for vending machines</b>	£90	Annual saving of 56 tonnes of CO <sub>2</sub> and £7,000 on energy costs.	Completed/on-going	Lee Spalding
LACM	<b>Installation of PowerPerfector</b> at top ten electricity usage sites	£113,000	Annual saving of 313 tonnes of CO <sub>2</sub> and £41,000.	Jan-09	Lee Spalding
LACM	<b>Installation of Eco Flow fuel conditioning at the Town Hall</b>	£1,000	Annual saving of 6 tonnes of CO <sub>2</sub> and £1,000.	Completed - July 08	Lee Spalding
LACM	<b>Draught sealing of Colchester Town Hall windows</b>	£10,000	Annual saving of 23 tonnes of CO <sub>2</sub> and £3,000.	Jan-09	Lee Spalding
LACM	<b>Staff awareness campaign</b>	No direct cost - officer time only	The purpose of the awareness campaign is to engage staff with saving energy at work. This will hopefully be something that employees then also take home with them. The campaign was split into separate phases to keep it relevant and up to date. Monthly updates are sent out to staff and can also be found on the HUB. Original target within the Strategy and Implementation Plan is to provide an annual saving of 57 tonnes of CO <sub>2</sub> and £14,000. To date we have saved approximately 64.7 tonnes of CO <sub>2</sub> which equates to financial savings of £15,890.	Completed/on-going	Sam Preston
	<b>Poster campaigns</b>				
	<b>Switch of stickers and monitor switch off league tables</b>				
	<b>Carbon reduction Champions - quarterly meetings</b>				
	<b>Tips, information and updates on the HUB (include daily tip banner on homepage)</b>				
	<b>Articles in one magazine on major projects and updates</b>				
LACM	<b>Refurbishment of Lion Walk Toilets</b>	£342,000	Annual saving of 12.6 tonnes of CO <sub>2</sub> and 640,000 litres of water.	Completed - July 08	Dave McManus
LACM	<b>Fuel additive added to diesel for waste and recycling fleet</b>	£130 / month	Annual saving of 43.5 tonnes of CO <sub>2</sub> and £12,325 on fuel costs.	Completed/on-going	Paul English



LACM	Valve and Flange insulation at 12 sheltered housing sites (Colchester Borough Homes)	No cost	Annual saving of 164.8 tonnes of CO <sub>2</sub> and £17,266 on energy costs.	Completed	Bob Barnes
LACM	Upgrading of heating and hot water systems and controls at sheltered housing schemes	£50,000	Annual saving of 111 tonnes of CO <sub>2</sub> and £15,000 on energy costs.	Mar-10	Lee Spalding
LACM	Installation of PowerPerfector within sheltered housing schemes	£30,000	Annual saving of 100 tonnes of CO <sub>2</sub> and £16,000.	Aug-09	Lee Spalding
LACM	Replacement of lighting in multi-story car parks	£500,000	Annual saving of 137 tonnes of CO <sub>2</sub> and £21,000.	Sep-09	Lee Spalding
LACM	Upgrading Moot Hall roof insulation and lighting within Colchester Town Hall	£5,000	Annual saving of 9 tonnes of CO <sub>2</sub> and £1,000.	Jun-09	Lee Spalding
LACM	Upgrading of Building Energy Management systems	£180,000	Annual saving of 189 tonnes of CO <sub>2</sub> and £26,000.	Mar-10	Lee Spalding
LACM	Bio-mass heating system for Highwood Resource Centre	£30,000	Annual saving of 8 tonnes of CO <sub>2</sub> and £1,000.	Feb-09	Lee Spalding
LACM	Replacement of business mileage with electric pool cars	£160,000	Annual saving of 45 tonnes of CO <sub>2</sub> and £115,000.	TCB	Lee Spalding

Sustainability Action Group	<b>Quarterly meetings with a sustainability representative from each service area</b>	No direct cost - officer time only	Enables the group to discuss environmental initiatives from across the Council and allows for joint working where possible. Acts as a critical friend for any proposed project.	On-going/quarterly	Matthew Young
Waste and recycling collection	<b>Using biodiesel in the waste and recycling collection fleet</b>	£400,000 / year	Rough estimate - annual saving of 486 tonnes of CO <sub>2</sub> .	Completed/on-going	Paul English
Wind Turbine project	<b>Development of large scale wind turbine in the North of Colchester</b>	TBC	The turbine will provide renewable energy - approximately 2 Mega Watts of electricity which can be sold or used for nearby developments.	TBC	Chris Dowsing
Wind Turbine project	<b>Development of wind turbine project group</b> Project group meetings and project plan	No direct cost - officer time only	Group can assess options for taking forward the wind turbine project forward.	Completed/on-going	Lee Spalding
Spatial Policy	<b>Sustainable Construction Supplementary Planning Document</b>	No direct cost - officer time only	Offers advice on the different types of renewable energy technology, including prices and planning considerations.	Completed - Oct 07	John Buchanan

**Priority 2 – Becoming a community leader**

<b>Workstream</b>	<b>Action</b>	<b>Cost</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Lead officer</b>
Colchester - 2020 Carbon Challenge	<b>Colchester2020 carbon challenge assembly meeting</b>	No direct cost - paid for by Colchester2020	Raising awareness and launch of the Carbon Challenge which is to reduce CO <sub>2</sub> emissions across the borough by 30% by 2020.	Completed - March 08	Chris Dowsing
Colchester - 2020 Carbon Challenge	<b>Colchester2020 business breakfast</b>	No direct cost - paid for by Colchester2020	Raising awareness of carbon reduction to local businesses by bringing them together to share best practice and offer advice and information.	completed - November 08	Chris Dowsing
CRed Essex	<b>Obtain 2000 energy saving pledges from local people</b>	No direct cost - officer time only	Raising awareness of carbon reduction to local people. From the pledges we can quantify CO <sub>2</sub> savings. So far we have 1457 pledges which equate to savings of around 549 tonnes of CO <sub>2</sub> .	Apr-09	Sam Preston
LACM	<b>Publicising LACM - develop communications plan</b>	No direct cost - officer time only	To set out how we can make clear to residents, businesses and visitors, the Council's commitment to getting 'its own house in order' by reducing its carbon footprint.	Completed	Cathryn Cansdale
LACM	<b>Press release for all major projects</b>	No direct cost - officer time only	This will keep people informed of what the Council are doing. Examples so far include; - Colchester Borough Council receives ministerial backing in its fight against climate change (Nov 08) - Carbon Reduction Commitment (Oct 08)	On-going	Sam Preston
LACM	<b>Articles in Courier and Common Ground on all major projects or energy saving updates</b>	No direct cost - officer time only	This will keep people informed of what the Council are doing.	On-going	Sam Preston

LACM	<b>Development of LACM area on the Council's website</b>	No direct cost - officer time only	This will keep people informed of what the Council are doing. Updates will also be added to reflect any relevant press releases.	On-going	Sam Preston
Raising awareness - local community/residents	<b>Promotional events</b>	No direct cost - officer time only	<p>This will help to encourage local people to reduce their carbon footprint and become more energy efficient. Examples so far have included;</p> <ul style="list-style-type: none"> <li>- Attendance to give advice and obtain personal pledges at; Wivenhoe Fair, Way We Work workshops, Bike Week breakfast event, Recycling Roadshows, Schools Fetes, Leadership Day, B&amp;Q for energy saving week, Colchester2020 Business Breakfast &amp; assembly meeting, Hythe Heritage Fun Day, Town Centre Road Show, Stanway Community Event.</li> <li>- Presentations to; Lion Walk Activity Centre, LACM members event, CBH Tenants Conference</li> <li>- Publication with Environmental Publication Services (no cost to us) to go to every household and business in the borough</li> <li>- Nottingham Declaration, Stadium Green Way, Warm Homes and Travel Plan articles in (Courier)</li> <li>- 'Cut your Carbon' article (Common Ground)</li> <li>- Climate Change section on Council website</li> </ul>	On-going	Sam Preston
	<b>Town centre roadshows</b>				
	<b>Presentations to local groups, businesses and schools</b>				
	<b>Take part in local events and fun days</b>				
	<b>Develop publication to go to every household giving energy saving advice</b>				
	<b>Climate change area on website</b> - Giving energy saving advice and tips, information and updates on Council/local activity				
	<b>Articles in Courier on all major awareness raising projects and events</b>				
<b>Press release for all major events</b>					

Supporting local businesses	<b>Develop business green doctor scheme to offer free environmental consultant to local businesses</b>	TBC - subject to funding	Businesses will be able to significantly reduce their CO <sub>2</sub> emissions while increasing profit through reducing energy costs.	Apr-09	Sam Preston
Supporting local businesses	<b>Send out publication to all businesses</b> - offering advice on how to reduce the energy they use	No direct cost - officer time only	This will give businesses advice on becoming more energy efficient and reducing their CO <sub>2</sub> emissions - will also give them contact information of where they can get support for this.	Jan-09	Sam Preston
Supporting community groups	<b>Support funding applications for local community groups and help them to promote energy efficiency</b>	No direct cost - officer time only	This will help community groups access money for renewable technologies and promoting the benefits of energy efficiency. We are currently working with the Hythe Community Centre to obtain funding for Photo-Voltaic panels and other energy saving initiatives.	On-going	Sam Preston
Waste to Resources	<b>Achieve 26% recycling and 14% composting in the borough by 2011</b>	Costs associated services provided	Promoting 'Reduce, re-use, recycle' and adapting collection services to: - Reduce waste and associated CO <sub>2</sub> emissions - Reduce waste to landfill and associated CO <sub>2</sub> emissions.	On-going	Chris Dowsing
Waste to Resources	<b>Promote Eco-Schools programme to all local schools</b>	No direct cost - officer time only	This will encourage schools to become more sustainable and also help to educate young people in the borough to be more environmentally aware.	On-going	Valerie Francis

Warm Homes	<b>Promote home insulation energy efficiency</b>	No direct cost - officer time only	<p>This will enable people to reduce energy use therefore CO<sub>2</sub> emissions while helping to get local people out of fuel poverty.</p> <p>In Colchester the domestic sector counts for 42% of all CO<sub>2</sub> emissions, and an uninsulated home wastes around a third of the energy used for heating. This helps emphasise the need to target local households to become more energy efficient and to insulate their homes.</p>	On-going	Melanie Rundle
------------	--	------------------------------------	--	----------	----------------

### Priority 3 – Delivering Sustainable Services

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Corporate targets	<b>Develop project plans and work towards achieving all corporate targets</b>	No direct costs - officer time only	All Council targets will be monitored through either our Local Area Agreement or our Performance Management Dashboard. The targets will be also monitored individually through relevant project plans.	On-going / specified	Sam Preston
	<b>National Performance Indicator (NPI) 194 - Improving air quality</b>				
	<b>NPI 188 - Adapting to climate change</b>				
	<b>NPI 186 - Reducing per capita CO2 emissions</b>				
	<b>NPI 185 - Reducing CO2 emissions from Council operations</b>				
	<b>NPI 187 - Fuel Poverty</b>				
	<b>Colchester Carbon Challenge - Reducing CO2 emissions across the borough by 30% by 2020</b>				
	<b>LACM - Reducing CO2 emissions from Council operations by 25% by 2012</b>				

Group Management Teams (GMT)	<b>GMT's to put climate change on the agenda for meeting when appropriate</b> - Climate Change Officer to support services to include issues of sustainability in service area plans	No direct costs - officer time only	This will allow group management teams to consider climate change and sustainability issues in the development of their service plans.	On-going	GMT
Transport	<b>CBC to continue to follow their corporate Travel Plan</b>	No direct costs - officer time only	This will encourage the staff within the organisation to reduce their reliance on the single occupant car therefore reducing CO <sub>2</sub> emissions through employee travel.	On-going	Sarah Ward
Transport	<b>Support Colchester2020 to encourage local businesses to develop their own Travel Plan</b>	CBC contribution - £11,000	This will encourage the staff within other organisations to reduce their reliance on the single occupant car therefore reducing CO <sub>2</sub> emissions through employee travel.	On-going	Andrew Budd / Emily Harrup
Energy Performance of Buildings Directive	<b>Obtain Display Energy Certificate and put in public areas in required buildings</b>	£1,650	These are in place and show the public the energy efficiency of our buildings and will show where improvements can be made.	Completed - Oct 08	Lee Spalding



### Priority 4 – Using our powers

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Spatial Policy	<b>Develop a sound and robust Local Development Framework</b>	£63,227 (Inspector costs) £1000 (room Hire) Plus officer time, legal and consultant costs and printing	There are policies and guidance documents within the LDF that will help to achieve sustainable development and tackle climate change.	Dec-08	Karen Syrett
Building control	<b>Enforce energy efficiency standards in new developments</b> - offer support to developers on how to achieve these standards		This will ensure that new developments have a minimal impact on climate change. The overall aim is to achieve Carbon Zero developments by 2016.	On-going	Peter Tyler
Procurement	<b>Develop a new procurement that includes sustainability</b>	No direct cost - officer time only	This will ensure that goods and services used by the Council will have a minimal impact on the environment. It will also encourage suppliers to themselves become more sustainable.	On-going	Steve Heath
Human Resources	<b>Provide energy efficiency advice to all staff and make them aware of the Council's commitments on climate change</b>	No direct cost - officer time only	This will help to encourage staff to be more energy efficient both inside and outside of work.	On-going	Sam Preston



## Strategic Overview and Scrutiny Panel

Item  
**13**

16 December 2008

<b>Report of</b>	<b>Head of Corporate Management</b>	<b>Author</b>	<b>Amanda Chidgey Tel. 282227</b>
<b>Title</b>	<b>Performance Related Pay for Cabinet Members</b>		
<b>Wards affected</b>	Not applicable		

**The Panel is invited to consider a proposal to introduce performance related pay for Cabinet members on a pilot basis by the Portfolio Holder for Resources and Business.**

### 1. Action required

- 1.1 The Panel is asked to consider a proposal by the Portfolio Holder for Resources and Business to introduce a scheme to provide for the receipt of a proportion of the Cabinet member Special Responsibility Allowance (SRA) to be linked to performance.

### 2. Reason for scrutiny

- 2.1 The terms of reference of the Panel includes the requirement to scrutinise the performance of Portfolio Holders.

### 3. Background information

- 3.1 Councillor Paul Smith has indicated his wish to relinquish a proportion of his SRA in order to create an element to be linked to performance. The Liberal Democrats Group has, in the past, advocated the introduction of this regime in respect of previous Administrations.
- 3.2 Additionally, the Council's Independent Remuneration Panel in the course of its most recent review of the Members Allowance Scheme, included in its recommendations to the Council a reference to discussions and developments regarding performance appraisal for Members. In response to this suggestion the Council agreed in May 2007 that "The Chief Executive be instructed to bring forward as soon as possible the outcome of discussions and developments regarding performance appraisal for Members with a view to enabling Members to earn a Basic Allowance of £6,000 per annum and the consequential pro rata Special Responsibility Allowances when agreed targets have been reached in 12 months time."
- 3.3 Also, in 2007/08 the Council introduced a Performance and Reward Scheme for staff in order to encourage high performance from individuals and teams and to ensure that staff are rewarded appropriately for their contribution. Further discussions are taking place with a view to linking the scheme to pay from 2009/10 onwards.

## 4. Proposals

4.1 In order to provide for this arrangement, the following process is suggested:-

- The Strategic Overview and Scrutiny Panel to agree with the Portfolio Holder certain measurable objectives for the year;
- As for the scheme applicable to staff, these objectives might be based upon various criteria such as specific projects, ongoing commitments, learning and development undertaken, partnerships, consultations. They would need to be measurable, stretching, yet realistic;
- Later in the year the performance of the Portfolio Holder would be measured by the Strategic Overview and Scrutiny Panel against the agreed objectives;
- The measures of performance could be in terms of - *Exceeding Expectations, Achieving Expectations or Below Expectations*;
- Of the total annual SRA for each Cabinet member (£10,800), £1,200 (£100 per month), would be set aside for allocation by way of a performance related element;
- The Strategic Overview and Scrutiny Panel would be required to allocate a percentage of the bonus to the Portfolio Holder according to the measure achieved, such as
  - Outstanding* = 100%
  - Exceeding* = 100%
  - Achieving* = 40%
  - Below* = 0%
- The proposal to be trialled by the Resources and Business Portfolio Holder;
- The process to be introduced with the agreement of the Strategic Overview and Scrutiny Panel.

## 5. Strategic Plan references

5.1 Customer excellence is one of the key elements of the Council's Strategic Plan and performance management within the organisation is identified as one of the mechanisms to achieve an improved customer experience.

## 6. Standard References

6.1 Having considered consultation and publicity considerations, financial, equality, diversity and human rights, health and safety and community safety implications, there are none which are significant to the matters in this report other than those already identified.

