

# The Council Meeting

Council Chamber, Town Hall  
19 October 2011 at 7.30pm

# Information for Members of the Public

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## 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

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# COLCHESTER BOROUGH COUNCIL

**TO ALL MEMBERS OF THE COUNCIL**

19 October 2011

You are hereby summoned to attend a meeting of the Council to be held at the Council Chamber, Town Hall on **19 October 2011 at 7:30pm** for the transaction of the business stated below.



**Chief Executive**

## AGENDA

**This meeting will commence at 7.30pm or at the conclusion of the Extraordinary Council meeting, whichever is the later.**

**Please note that the business may be subject to short breaks at approximately 90 minute intervals.**

## **Pages**

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

(a) The Mayor to welcome members of the public and Councillors and to invite the Chaplain to address the meeting. The Mayor to remind all speakers of the requirement for microphones to be used at all times.

(b) At the Mayor'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. Have Your Say!**

(a) The Mayor to ask members of the public to indicate if they wish to ask a question, make a statement or present a petition on any matter relating to the business of the Council – either on an item on the

agenda for this meeting or on a general matter not on this agenda (Council Procedure Rule 6(2)).

(b) The Mayor to invite contributions from members of the public who wish to address the Council on a general matter not on this agenda.

(Note: A period of up to 15 minutes is available for general statements and questions under 'Have Your Say!').

### **3. Minutes**

**1 - 7**

A... Motion that the Minutes of the meeting held on 20 July 2011 be confirmed as a correct record.

### **4. Mayor's Announcements**

Mayor's Announcements (if any) and matters arising pursuant to Council Procedure Rule 8(3).

### **5. Personal Interests of Members**

Disclosures by Members under Council Procedure Rule 9(3) to 9(9) (if any).

### **6. Prejudicial Interests of Members**

Disclosures by Members under Council Procedure Rules 9(10) and 9(11) (if any).

(Note: Members should only declare personal and/or prejudicial interests on items that are to be considered at the meeting).

### **7. Items (if any) referred under the Call-in Procedure**

To consider any items referred by the Strategic Overview and Scrutiny Panel or the Finance and Audit Scrutiny Panel under the Call-In Procedure because they are considered to be contrary to the policy framework of the Council or contrary to, or not wholly in accordance with the budget.

### **8. Recommendations of the Cabinet, Panels and Committees**

#### **i. Local Code of Corporate Governance**

**8**

B... Motion that the recommendation contained in minute 29 of the Cabinet meeting of 7 September 2011 be approved and adopted.

- ii. Improving Accommodation for Older Persons in Colchester - Review of Council Owned Sheltered Housing **9 - 14**

C.... Motion that the recommendation contained in minute 33 of the Cabinet meeting of 12 October 2011 be approved and adopted

- iii. 2010/11 Year End Review of Risk Management **15**

D... Motion that the recommendation contained in minute 39 of the Cabinet meeting of 12 October 2011 be approved and adopted.

- iv. Review of Polling Districts and Polling Places **16**

E... Motion that the recommendation contained in the minute of the Accounts and Regulatory Committee meeting of 18 October 2011 be approved and adopted (to follow).

**9. Petition - Tymperleys 17 - 20**

A Petition

Petitions in the following terms, containing in total over 1840 signatures, which were intended to be considered as one petition, were received at the Council's offices on 21 July 2011:

Lead Petitioner: Councillor Will Quince

"Tymperley's Clock Museum has been CLOSED by the Administration running Colchester Borough Council. This building, dating back to around 1500, and clock museum were gifted to the town by Bernard Mason.

We, the undersigned call on Colchester Borough Council to re-open Tymperley's Clock Museum and to preserve his historic asset for current and future generations."

"Tymperleys Clock Museum in Trinity Street is a 15th century timber frame building, housing one of the largest clock collections in Britain. This was once the home of William Gilbert and was left to the people of Colchester by Bernard Mason to enjoy and admire. Colchester Borough Council have made the decision to close this historic building. But with your help it is not too late."

"Tymperleys Clock Museum has been closed by the administration running Colchester Borough Council. This building dating back to around 1500 and the clock museum were gifted to the town by

Bernard Mason.

We, the undersigned, want Tymperleys Clock Museum re-opened."

A briefing paper about Tymperleys is attached.

In accordance with Petition Procedure Rule 16, as this is an issue on which the Cabinet is required to make the final decision, Council may decide to make recommendations to inform that decision.

## B Notice of Motion

Proposer: Councillor Barton

"This council notes the contents of the petition received on the future of Tymperleys.

Council believes that Tymperleys is no longer sustainable as a museum and should be put to better public use by advertising for expressions of interest but with conditions which ensure the continuing use of the garden for the people of Colchester, a community element and accessibility to the public for so many days a year – possibly linking in with heritage events.

Furthermore council believes that the key clocks from the collection bequeathed to the town by Bernard Mason, which were never intended to be housed in Tymperley's and are not in appropriate atmospheric conditions in that building, can be better preserved by being housed in nearby Hollytrees museum which would mean they are displayed in controlled atmospheric conditions, are accessible throughout the year for the people of Colchester and satisfy all access issues."

As the motion relates to an executive function, a motion to move procedure rule 11(2) will be moved to allow the motion to be debated.

## MAIN AMENDMENT

Proposer: Councillor Quince

"That the Motion on Tymperleys proposed by Councillor Barton should be approved and adopted subject to the following amendments:-

(i) In the second paragraph,

- after the word Council, the insertion of the words "requests Cabinet to undertake a review of its strategy on tourism to ascertain the role and significance of a clock museum in attracting visitors to the town, and following that review that if Cabinet";

- before the word museum insert the word “clock”;
- before the word “garden” insert the words “building as a museum and “;
- delete all the wording after the word “Colchester” and replace with the words “to enjoy, an alternative premises should be found so that the clock collection on display at Tymperleys can be exhibited publicly in one place as an integral part of the town’s museum service.

(ii) The deletion of the third paragraph."

If approved, the amended motion would read as follows:-

"Motion that

This council notes the contents of the petition received on the future of Tymperleys.

Council requests Cabinet to undertake a review of its strategy on tourism to ascertain the role and significance of a clock museum in attracting visitors to the town, and following that review that if Cabinet believes that Tymperleys is no longer sustainable as a clock museum and should be put to better public use by advertising for expressions of interest but with conditions which ensure the continuing use of the building as a museum and garden for the people of Colchester to enjoy, an alternative premises should be found so that the clock collection on display at Tymperleys can be exhibited publicly in one place as an integral part of the town’s museum service."

## **10. Notices of Motion pursuant to Council Procedure Rule 11**

### **i. Boundary Commission for England Proposals**

Proposer: Councillor Hunt

F.... Motion that:-

#### **1. Council notes that**

(a) The Boundary Commission for England has published its draft proposals for new Parliamentary constituency boundaries to come into place from 2013. The changes relevant to Colchester Borough are:

(i) The Commission has proposed leaving Colchester Parliamentary constituency unchanged;

(ii) The Commission has proposed including the wards of Birch

and Winstree, Copford and West Stanway, Dedham and Langham, Fordham and Stour, Great Tey, Marks Tey, Pyefleet, Stanway, West Mersea, Wivenhoe Cross, Wivenhoe Quay in the new constituency of 'North Essex', which runs along similar boundaries to the North Essex Parliamentary Constituency that existed prior to 2010;

(iii) The Commission has proposed including the Tiptree ward in the Maldon constituency.

## 2. Council believes

(a) As Britain's oldest recorded town, urban Colchester has a unique identity and is best served by a single Member of Parliament.

(b) The several Colchester Borough wards currently in the Witham Parliamentary constituency have little history or affinity with the town of Witham and share more in common with other parts of Colchester Borough. The proposed new North Essex Parliamentary Constituency is more suitable for the wards of Birch and Winstree, Copford and West Stanway, Marks Tey, and Stanway than the current arrangements.

(c) The Boundary Commission has had a difficult job to draw up constituencies that meet the government's tight requirements for the number of electors that can be included in a Parliamentary constituency, and these proposals are as good for the Borough of Colchester as could be expected in the circumstances.

## 3. Council resolves

To write to the Boundary Commission for England expressing the Council's support for these draft proposals so far as they affect the Borough of Colchester, as part of the current public consultation on the draft proposals.

As the Motion relates to a non-executive function, it will be debated and determined at the meeting.

## ii. Firstsite

Proposer: Councillor Naish

G... Motion that

This Council calls upon Firstsite to formally notify the Council that it will neither request nor accept any further grant or other funding from the Council from April 2013; by this time the facility will have



been running for over a year.

This Council believes that given the claimed success of Firstsite, its access to other major grants and to donors and its ability to generate income; it should not require funding from Colchester Borough Council.

The Council accepts that such a decision by Firstsite would enable modest additional support from our funds to the two excellent Colchester (as opposed to regional) centres at the Arts Centre and the Mercury Theatre, which are not eligible for such long-term large funding schemes as Firstsite benefits from.

As this Motion relates to an executive function, it will stand referred to Cabinet without discussion for consideration and determination

#### **11. Questions to Cabinet Members and Chairmen pursuant to Council Procedure Rule 10**

To receive and answer pre-notified questions in accordance with Council Procedure Rule 10(1) followed by any oral questions (ie not submitted in advance) in accordance with Council Procedure Rule 10 (3).

(Note: A period of up to 60 minutes is available for pre-notified questions and oral questions by Members of the Council to Cabinet Members and Chairmen (or in their absence, Deputy Chairmen)).

At the time of publication of the Summons no pre-notified questions had been received.

#### **12. Schedules of Decisions taken by Portfolio Holders**

**21 - 24**

To note schedules covering the period 2 July 2011 - 4 October 2011

#### **13. Reports Referred to in Recommendations**

**25 - 104**

The reports specified below are submitted for information and are referred to in the recommendations specified in item 8 of the agenda:

Local Code of Corporate Governance: Report to Cabinet 7 September 2011

Improving Accommodation for Older Persons in Colchester - Review of Council Owned Social Housing: Report to Cabinet 12 October 2011

2010/2011 Year End Review of Risk Management: Report to Cabinet 12 October 2011

Review of Polling Districts and Polling Places: Report to Accounts

and Regulatory Committee 18 October 2011

#### **14. Urgent items**

To consider any business not specified in this summons which by reason of special circumstances the Mayor determines should be considered at the meeting as a matter of urgency.

#### **15. Exclusion of the Public**

In accordance with Section 100A(4) of the Local Government Act 1972 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).

# COUNCIL

## 20 JULY 2011

*Present :-* Councillor Helen Chuah (the Mayor) (Chairman)  
Councillor Christopher Arnold (Deputy Mayor)  
Councillors Nick Barlow, Lyn Barton, Kevin Bentley,  
Mary Blandon, Elizabeth Blundell, John Bouckley,  
Nigel Chapman, Barrie Cook, Nick Cope, Mark Cory,  
Tina Dopson, John Elliott, Annie Feltham,  
Stephen Ford, Bill Frame, Ray Gamble, Martin Goss,  
Scott Greenhill, Mike Hardy, Marcus Harrington,  
Dave Harris, Pauline Hazell, Peter Higgins,  
Theresa Higgins, Mike Hogg, Martin Hunt (Deputy  
Leader) , John Jowers, Margaret Kimberley,  
Justin Knight, Sonia Lewis, Michael Lilley,  
Jackie Maclean, Jon Manning, Richard Martin,  
Kim Naish, Nigel Offen, Beverley Oxford,  
Gerard Oxford, Ann Quarrie, Will Quince, Lesley Scott-  
Boutell, Paul Smith, Henry Spyvee, Colin Sykes,  
Laura Sykes, Anne Turrell (Leader of the Council) ,  
Dennis Willetts, Julie Young and Tim Young

The meeting was opened with prayers by the Mayor's Chaplain, the Reverend Mark Thompson.

### 13. Minutes

The minutes of the meeting held on 18 May 2011 were confirmed as a correct record, subject to the amendment of paragraph 1 of the Business Development element of the Scheme of Delegation to the Portfolio Holder for Commerce and Sustainability to read:-

"1. Economic development issues affecting Colchester Borough."

### 14. Have Your Say!

Nick Chilvers attended and addressed the Council pursuant to the provisions of Meetings General Procedure Rule 6(2). He asked the following questions of Council:-

(a) Whilst the current crackdown on litter was welcomed, could the numbers of penalty notices issued in each zone be published on the Council's website? Councillor Hunt, Portfolio Holder for Street and Waste Services, indicated that there was no reason why this information could not be published and would make arrangements for this to happen.

(b) The Leader of the Council had stated previously that she would be writing to Essex County Council to check whether the existing 2012 deadline for the relocation of

the bus station would be extended. He enquired whether the extension had been granted. Councillor Turrell, Leader of the Council and Portfolio Holder for Strategy and Performance, confirmed that she had written to Essex County Council and that a holding reply had been received approximately three weeks ago.

(c) He had been told by Council officers in June that that the traffic restrictions in the High Street were due to be introduced in the autumn. If this was the case, then detailed preparations should be underway. Businesses and residents would need to be planning alternative routes and delivery times and methods. He asked what month the traffic restrictions would be introduced? Councillor Barton, Portfolio Holder for Renaissance, stressed the Council's commitment to tackling congestion. However, the introduction of the restrictions was dependent on Essex County Council obtaining the necessary Traffic Regulation Orders and these had been delayed because of their complexity.

Darius Laws attended and addressed the Council pursuant to the provisions of Meetings General Procedure Rule 6(2). He invited Council to condemn and disregard the comments made on the internet by a senior figure in one of main political parties in Colchester about Tymperleys.

Councillor Quince presented a petition to the Mayor calling on the Council to reopen Tymperleys Clock Museum. He believed that it was Colchester's heritage that made Colchester special and gave it its identity. The current administration did not take Colchester's heritage seriously. There had been no consultation or business impact assessment before the decision to close Tymperleys had been taken. Tymperleys was cheap to maintain and must generate more in revenue to the town than it cost to keep open. Town centre businesses relied on the footfall generated by assets such as Tymperleys. It was the home of Colchester's greatest resident and had been gifted to the town as a whole rather than to a group of politicians.

Councillor Barton, Portfolio Holder for Renaissance, responded that research showed that the late Bernard Mason did not consider that Tymperleys was a suitable home for the clock collection and wanted Tymperleys to be a living building. Alternative arrangements would be made to display the clock collection. Research had shown that the gardens at Tymperleys were the main attraction and these were now open to members of the public. A feasibility study was being conducted into future uses but complex issues were involved and this would take time.

## **15. Mayor's Announcements**

The Mayor made the following announcements:-

- On 28 July 2011, the Mayor would be presenting certificates of thanks to former Councillors;
- Colchester In Bloom judging would be on 25th July. The Mayor had already judged and presented for the Schools in Bloom competition and expressed her pleasure at the hard work and effort that the children put in to their gardens;

- On 20 August 2011 a Mayors Charity Barn Dance would be held at Acorn Hall, Harwich Road;
- The Opening of the Oyster Fishery would take place on 2 September 2011.

Councillor Smith, Portfolio Holder for Resources and ICT, presented the Mayor with the certificate awarding the Council Charter Status for Elected Member Development and thanked those Councillors involved in securing the award.

## **16. 2012/13 Budget Strategy, Medium Term Financial Forecast and Budget Timetable**

*RESOLVED* that the recommendations contained in minute 14 of the Cabinet meeting of 13 July 2011 be approved and adopted (MAJORITY voted FOR).

**Councillor Christopher Arnold (in respect of being a regular contributor to the Moot Hall Organ Fund) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)**

**Councillor Mike Hogg (in respect of being a trustee of the Friends of the Moot Hall Organ) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)**

**Councillor Elizabeth Blundell (in respect of her spouse's position as a Trustee of the Friends of the Moot Hall Organ) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)**

**Councillor Nigel Chapman (in respect of being a founder member of the Friends of the Moot Hall Organ) declared a personal interest in the following item which is also a prejudicial interest pursuant to the provisions of Meetings General Procedure Rule 7(10) . He made representations on the item in accordance with Paragraph 12 (2) of the Code of Conduct for Members and then left the meeting during its consideration and determination.**

## **17. Capital Programme Projects**

Nigel Chapman addressed the Council pursuant to the provisions of Council Procedure Rule 6(2) and explained how he had become involved with the campaign to restore the Moot Hall Organ. The Friends of the Moot Hall Organ had been established three years ago and £25,000 had been pledged to the fund. The Heritage Lottery Fund bidding process was a two tier process and the bid was at the development grant stage. In view of concerns that had been raised at Cabinet about the future use of the Organ if it were restored, he assured Council that the bid addressed the issue of community involvement in detail.

*RESOLVED* that the recommendations contained in minute 15 of the Cabinet meeting of 13 July 2011 be approved and adopted (MAJORITY voted FOR).

## **18. firstsite - Construction Related Legal Proceedings**

Andy Hamilton addressed the Council pursuant to the provisions of Meetings General Procedure Rule 6(2) to express concern about the subsidising of the Visual Arts Facility (VAF) by public funds. He asserted that based on firstsite's own prediction of 150,000 visits there would be a public subsidy of £8 for each visit. One week of subsidies would cover the annual costs of Tymperleys. The Council ignored protests in order to maintain a status symbol and ignored warnings over design deficiencies, engineering defects and financial irregularities. The lease agreement was secret and firstsite refused to allow the public access to their committee meetings or business plan. The VAF was financially unviable as entry was free and commercial bookings were not being charged for. The public should boycott the VAF until a viable use was agreed.

*RESOLVED* that the recommendations contained in minute 13 of the Cabinet meeting of 13 July 2011 be approved and adopted (MAJORITY voted FOR).

## **19. Licensing Policy for Sex Establishments**

*RESOLVED* that the recommendation contained in minute 4 of the Licensing Committee meeting of 1 June 2011 be approved and adopted (MAJORITY voted FOR).

## **20. Questions to Cabinet Members and Chairmen pursuant to Council Procedure Rule 10**

<b>Questioner</b>	<b>Subject</b>	<b>Response</b>
<b>Pre-Notified Questions</b>		
Councillor Bouckley	Whilst appreciating the help you gave in the past to the idea of a dedicated Colchester to Mersea off-road cycle route, would the Leader not agree that the huge backing to this idea in the Green Infrastructure Strategy must surely ensure it has a high priority requiring the nomination of a senior officer who would be accountable for	Verbal response provided by the Leader of the Council and Portfolio Holder for Strategy, a written response to be sent in response to the supplementary question.

future progress? Public support won by the Council in respect of the cycle route would be lost by the proposals to build more beach huts on Victoria Esplanade.

### **Oral Questions**

Councillor Bentley	The decision to close Abbotts Activity Centre.	Verbal response provided by the Portfolio Holder for Communities and Diversity.
Councillor Bentley	What efforts were being made to protect public land from unauthorised access in view of the likely closure of the Travellers site in Basildon?	Verbal response provided by the Leader of the Council and Portfolio Holder for Strategy and Performance.
Councillor Naish	What action would be taken to protect the Cemetery from the increase in badgers in the Bourne Road/Mersea Road area?	Written response to be provided by the Portfolio Holder for Customers.
Councillor Hazell	The level of political support the Council was giving to Colchester's efforts on Olympic related activities.	Verbal response provided by the Portfolio Holder for Communities and Diversity.
Councillor Martin	What support could the Council give to ensure that Wilkin and Sons remained in Tiptree?	Written response to be provided by the Leader of the Council and Portfolio Holder for Strategy and Performance.
Councillor Hardy	Would the security of Lexden Park be improved in view of the likely closure of the Travellers site in Basildon?	Verbal response provided by the Portfolio Holder for Communities and Diversity.
Councillor Feltham	Whether planning was underway for a Carnival in 2012, given the success of the event in 2011.	Verbal response provided by the Portfolio Holder for Commerce and Sustainability.
Councillor Lewis	Whether the black refuse bags issued by the Council were fit for purpose.	Verbal response provided by the Portfolio Holder for Street and Waste Services.
Councillor Lewis	The timing of the announcement of the possible closure of the Abbotts Activity Centre.	Verbal response provided by the Portfolio Holder for Communities and Diversity.

Councillor Quince	The emptying of dog waste bins in Prettygate.	Verbal response provided by the Portfolio Holder for Street and Waste Services.
Councillor Quince	Would the Leader of the Labour Group distance himself from comments of the Chairman of the Labour Group about Tymperleys	Verbal response provided by the Portfolio Holder for Housing and Community Safety.
Councillor Quince	When was the decision to close Tymperleys taken, whether the Portfolio Holder for Commerce and Sustainability supported it at the time and now?	Verbal response provided by the Portfolio Holder for Commerce and Sustainability.
Councillor T. Higgins	Following the establishment of the Parking Partnership for North Essex, who was responsible for parking reviews?	Verbal response provided by the Portfolio Holder for Street and Waste Services.
Councillor T. Higgins	What plans were in place to update the audio facilities in the Town Hall?	Verbal response provided by the Portfolio Holder for Communities and Diversity.
Councillor Jowers	How the New Homes Bonus related to the Planning Delivery Grant and how proportionality applied in the award of the grant.	Verbal response given by the Portfolio Holder for Resources and ICT.
Councillor Cook	Could the Portfolio Holder for Street and Waste Services ensure that salt bins were in place and supplies of salt replenished in advance of winter?	Verbal response provided by the Portfolio Holder for Street and Waste Services.
Councillor Harris	How the new waste collection arrangements were bedding in.	Verbal response provided by the Portfolio Holder for Street and Waste Services.
Councillor Willetts	The Council's recycling performance in relation to other Councils in Essex.	Verbal response provided by the Portfolio Holder for Street and Waste Services.

## 21. Annual Scrutiny Report

*RESOLVED* that the Annual Scrutiny Report be noted.



## **22. Schedules of Decisions taken by Portfolio Holders**

*RESOLVED* that the Schedules of Portfolio Holder decisions for the periods 10 March 2011 - 17 May 2011 and 18 May 2011 - 1 July 2011 be noted.

**Extract from the minutes of the Cabinet meeting on 7 September 2011**

**29. Review of Local Code of Corporate Governance**

The Monitoring Officer submitted a report a copy of which had been circulated to each Member together with minute 6 of the Standards Committee meeting of 24 June 2011.

*RESOLVED* that the Local Code of Governance be approved, including the amendments suggested by the Standards Committee at its meeting on 24 June 2011.

*RECOMMENDED* to Council that the Local Code of Corporate Governance be included in the Policy Framework.

*REASONS*

(a) The Council strives to meet the highest standards of corporate governance to help ensure it meets its objectives. Members and Officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of the resources at its disposal.

(b) Cabinet at its meeting on 17 March 2010 approved the Code and subsequently the Full Council at its meeting on 24 March 2010 included it within the Council's Policy Framework. The revised Code is subject to an annual review. An updated Local Code of Corporate Governance has been prepared and was considered by the Standards Committee at its meeting on 24 June 2011.

*ALTERNATIVE OPTIONS*

It was open to the Cabinet not to approve the Local Code of Corporate Governance or to approve it subject to amendments.

**Extract from the minutes of the Cabinet meeting of 12 October 2011**

**Councillor Turrell (in respect of her personal acquaintance with Rosemary Mayo) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).**

**33. Improving Accommodation for Older People I Colchester – review of Council Owned Social Housing**

The Head of Strategic Policy and Regeneration submitted a report a copy of which had been circulated to each Member.

Linda Skinner addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2) on behalf of her mother, who was a resident at Heathfields House. Residents need help to understand the changes that were being proposed and how these would affect them. Whilst a contact number had been provided in correspondence to the residents, she had been unable to get through to an officer to discuss her concerns. Residents were very worried and did not want to move from their homes. Whilst there was an offer of financial compensation this would not compensate for the stress involved and the effect this would have on residents' health and well-being.

Mr Eustace addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2). He appreciated that the Council was in a difficult position in that it needed to refurbish the sheltered housing, but that to do so would reduce the quality of life for residents at Joyce Brooks House. If relocated, residents of Joyce Brooks House would lose the enjoyment of a fine building, access to the town centre and the loss of company and close friendships. The loss of such a close community would negate the improvement in the standards of the accommodation. A more flexible approach should be taken and Joyce Brooks House should be kept open for those who wished to remain there. Residents had not asked for and did not need accommodation of the Colchester Standard.

Rosemary Mayo addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2) to ask the following questions:-

- The sales of Joyce Brooks House and Abbeygate House would not cover the full costs of the refurbishments. How would the balance of the funding be raised?
- What would happen if there was a shortfall in the funding?
- Would all sheltered housing be sold?
- Had the harm and distress to residents been fully taken account of in the decision making?

Roy Beardsworth addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2) to express his concern about the proposals. He believed there were lies and inaccuracies in the report. The way information about the proposals had been communicated had caused

stress and trauma. He was not satisfied that the Council had the legal right to proceed in this way and he hoped the residents would challenge the Council's actions.

Linda Wonnacott addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2). She believed that the valuation of Joyce Brooks House in the report was far too low given its size and location. The Council had a duty to get the best possible price based on an independent valuation, proper advertising and an open bidding process. Councillor Smith, Portfolio Holder for Resources and Heritage responded that that the figure quoted by Ms Wonnacott was a valuation for the existing use only. It was anticipated that a higher figure would be received.

John Williamson addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2) on behalf of residents of Abbeygate House. Some of the money spent on the Visual Arts Facility could have been spent on refurbishing Abbeygate House. Residents liked the bedsit accommodation and facilities provided at Abbeygate House. Residents were particularly concerned that they would be forced to move to accommodation they did not like. In future residents wanted to hear of developments direct from the Council rather than in local media.

Rosemary Dalton addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(2) to stress that Councillors were jointly and severally liable if negligent in the performance of their duties.

Councillor Cope attended and, with the consent of the Chairman addressed the Cabinet. He had received assurances that the existing tenants of Joyce Brooks House would be treated sensitively and would be moved to better quality accommodation. However, he did not believe residents had been treated sensitively so far. The importance of keeping residents together was stressed. Residents felt that they were having arbitrary standards imposed on them. The costs of compliance with the Disability Discrimination Act were noted. It appeared that the rights of possible future disabled residents were being placed above those of existing residents. He felt that there was scope for a compromise refurbishment which would allow existing residents to stay. Concern was also expressed about how information about the proposals had been released.

Councillor Spyvee attended and with the consent of the Chairman addressed the Cabinet. He stressed the community spirit at Joyce Brooks House and the value of this could not be quantified. This was a difficult issue. However, he believed the Council was taking the right decision and there could be serious consequences if the Council did not tackle the issue. However, better communication was needed with the residents. It would be more effective to meet residents to explain the decisions rather than to write to them.

Councillor Turrell, Leader of the Council and Portfolio Holder for Strategy and Performance, thanked the public speakers for their contributions. She apologised for the problems that had arisen with the Cabinet's communication

with residents. Colchester Borough Homes officers would be in the homes affected by this proposal tomorrow to help residents and to deal with queries. She urged residents and their families to contact her should their queries not be answered.

Councillor Young, Portfolio Holder for Housing and Community Safety, introduced the proposals and addressed the points made by the public speakers. In particular he stressed that the Council would do all it could to meet the needs of those residents that had to move and to ensure that those who wanted to stay together were able to do so. Residents would be treated sympathetically and sensitively. He paid tribute to the work of Colchester Borough Homes in helping residents through the process to date. Cabinet had to take the wider picture and ensure that Colchester's sheltered housing was high quality and an example to others. The proposed decisions were legally sound but were also justified on moral and social grounds and enjoyed cross party support. Councillor Smith, Portfolio for Resources and Heritage indicated his support for the proposals.

Councillor Hunt, Portfolio Holder for Street and Waste Services, indicated that whilst he could understand the reasons for the proposals, he could not support the proposal for the closure of Joyce Brooks House as residents had not been consulted properly.

*RESOLVED* that:-

- (a) To make improvements to Harrison Court, Britannia Court, Enoch House and Worsnop House so that in the future no tenant will need to share facilities and will have their own kitchen and bathroom (UNANIMOUS).
- (b) A long term plan of improvements to the Council's sheltered housing schemes be agreed so that they better meet the needs of older people now and in the future (UNANIMOUS).
- (c) Two sheltered housing schemes be disposed of; Abbeygate House and Joyce Brooks House; the use of one scheme as sheltered housing be changed (The Dutch Quarter) and alternative uses be explored for four sites (Heathfields House, Elfreda House, Maytree Court and Plum Hall). (SIX voted FOR, ONE ABSTAINED from voting).
- (d) It be recommended that the implications of the in-principle financial decision are modelled and reflected in the overall HRA budget setting process to be considered by Cabinet in January 2012 (UNANIMOUS).

*RECOMMENDED TO COUNCIL* that the capital receipt generated by any disposal be ring-fenced within the Housing Revenue Account (HRA), to either fund the refurbishment/ conversions costs at the four sites identified, or to repay HRA debt. (UNANIMOUS).

*REASONS*

A review has been carried out of the Council's sheltered housing. The review made a number of recommendations about the Council's sheltered housing. The aim of the review was to improve accommodation for older people in the borough and ensure that our sheltered housing meets the needs of older people now and in the future.

The review found that changes were needed to address several issues; voids in sheltered housing remain high, yet there are over 500 people on our needs register who are eligible for sheltered housing. Nine out of the 23 sheltered housing schemes do not offer self-contained accommodation. This suggests that the current profile of sheltered schemes Colchester Borough Council offers does not meet the needs or aspirations of older people.

A long term plan is needed to address some of the issues so that the Council is able to meet the housing needs of the older population now and in the future.

### *ALTERNATIVE OPTIONS*

Not to adopt the recommendations of the review. This would result in not being able to make changes to our sheltered housing to meet the criteria of the Colchester Standard along with DDA requirements and the needs of our tenants who have restricted mobility. This would mean that the Council would retain accommodation that remains 'hard to let' and continue to experience a revenue loss through voids. Maintenance costs would remain high on those schemes deemed to be in the poorest condition. The Council would continue to offer accommodation of a lower standard to that of other providers. The needs and aspirations of older people would not be met. Older people under-occupying social rented homes would continue to have limited housing options and less incentive to encourage them to move to homes which better meet their needs.

## Summary of Sheltered Housing Review Financial Implications

This project is not anticipated to be cost-neutral (self-funding). Making the proposed improvements to the quality of our Sheltered Housing stock will require additional expenditure. This expenditure will be funded from the Housing Revenue Account (HRA), which is a ring-fenced account solely for the purpose of our Council housing stock & tenants. Once the level of refurbishment works to be undertaken (partial/full) has been decided upon, there may be the need to borrow money to fund these works. This borrowing would be within the HRA, and is achievable as a result of the overall changes to the national Housing Finance system which gives Councils greater resources into the long-term.

The disposal of 2 sheltered schemes will not only generate resources which can be used to partially offset the capital investment needed in the remaining units, but will save the Council incurring considerable capital costs on the 2 schemes that have been identified for disposal given they cannot meet the Colchester standard.

If Partial Refurbishments are undertaken, no additional borrowing is currently anticipated. Indeed, these costs are already included in the Councils Asset Management Strategy and are provided for in the HRA Business Plan.

If Full Refurbishments (which are more expensive) are undertaken, additional borrowing required could be around £3.3m to £3.7m. This could come from the borrowing capacity in the HRA Business Plan, which is currently anticipated to be around £15.6million.

Any new HRA borrowing required will be included in the annual budget setting/business planning process for the HRA, which is considered by Cabinet in January each year.

	<b>Partial Refurb</b>	<b>Full Refurb</b>	
	£000's	£000's	
Cost of Conversion of Bedsits to Self-Contained Units	825	-	
Cost of Full Scheme Refurbishment to reach the Colchester Standard	-	5,258	
<b>Expenditure</b>	<b>825</b>	<b>5,258</b>	<b>A</b>
Indicative Capital Receipt if sold for alternative use	(1,950)	(1,950)	<b>B</b>
<b>Funding Need to be met from HRA</b>	<b>-</b>	<b>3,308</b>	<b>A - B</b>
Indicative Capital Receipt if sold as vacant existing use	(1,575)	(1,575)	<b>C</b>
<b>Funding Need to be met from HRA</b>	<b>-</b>	<b>3,683</b>	<b>A-C</b>



**Extract from the minutes of the Cabinet meeting on 12 October 2011**

**39. 2010/2011 Year End Review of Risk Management**

The Head of Resource Management submitted a report a copy of which had been circulated to each Member together with minute 11 of the Finance and Audit Scrutiny Panel meeting of 26 July 2011.

*RESOLVED* that:-

- (a) The risk management work undertaken during 2010/11 be noted
- (b) The current strategic risk register be noted.
- (c) The proposed risk management strategy for 2011/12 be approved.

*RECOMMENDED to COUNCIL* that the proposed risk management strategy be included in the Council's Policy Framework.

*REASONS*

- (a) 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.
- (b) During the year quarterly progress reports are presented to the Finance and Audit Scrutiny Panel detailing work undertaken and current issues. This report was presented to FASP on 26 July 2011 where they approved its referral to this meeting.
- (c) The Risk Management Strategy is one of the key Corporate Governance documents that supports the Constitution of the Council and is within the Policy Framework. Accordingly any amendments have to be approved by full Council.

*ALTERNATIVE OPTIONS*

It is open to Cabinet not to approve the risk management strategy or to approve the strategy subject to amendments.

**Extract from the draft minutes of the Accounts and Regulatory Committee meeting on 18 October 2011**

**14. Proposals for Polling Districts and Polling Places**

Mrs. Sarah Cheek, Electoral Services Manager presented the report on the review of Polling Districts and Polling Places, that under the Electoral Administration Act 2006 had to be completed within four years of the initial review, in this case, the 31 December 2011.

The 30 day consultation period commenced on 1 August 2011, seeking representations from the Returning Officer, people with an expertise in disability access and any electors in the constituency. Mrs. Cheek later confirmed to Councillor Hazell that the consultation is open for comment by all local residents affected by the review.

As a result of the consultation, Members were made aware of the responses as noted in appendix A of the report, and the proposed changes for both Polling Districts and Polling Places as noted in appendix B. The Committee was informed that the comments from Councillors in the Lexden Ward, happy with the proposed arrangements, had been omitted from the Appendix A. Mrs. Cheek said this and other comments omitted from the table within the report would for completeness, be added to the final table.

The changes included Polling District boundary changes in nine wards, Berechurch, Castle, Christchurch, Marks Tey, New Town, Prettygate, St Andrews, St Johns and Wivenhoe Quay, and one Polling Place change in the Copford and West Stanway Ward.

Councillor Paul Smith, Portfolio Holder for Resources and Heritage and Councillor Quince thanked Mrs. Cheek and other officers who contributed to the work culminating in the final report.

Councillor Manning was pleased with the new arrangements in Wivenhoe, but felt available office accommodation in Hawkins Road should be considered as a polling station to reduce the distance residents in the Hawkins Road area would need to walk to vote, currently the Forest Road meeting room. Mrs. Cheek said there was no reason why this suggestion should not be considered and she would follow-up on this request.

In response to Councillor Manning's enquiry on the expected savings from this review, Mrs. Cheek said the cost of each station varies dependent on the number of staff, the size of the premises and stationary costs, but averaged between £500 - £900. The number of stations will be reduced by nine.

*RESOLVED* that the Committee considered and agreed the proposed changes to Polling Districts and Polling Places, to be notified for approval by Full Council on Wednesday 19 October 2011.

# Tymperleys Briefing

## **Budget**

The estimated cost of running Tymperleys as a museum is £28,400. This includes the cost of providing seasonal staffing and also costs associated with the building such as business rates and other property related costs including grounds maintenance and security.

In addition, planned works over the next 5 years include further roofing works; external redecorations and rendering; internal joinery and boundary wall repairs at a total cost of some £25,000.

Approximately £8,000 of repair and maintenance expenditure is planned over the same period for the Turret Clock building which is also rated in condition category A.

## **Visitor Numbers**

<b>Museum Venue</b>	<b>2009/10</b>	<b>2010/11</b>
Colchester Castle	88,337	89,383
Hollytrees	38,991	37,795
Natural History Museum	32,645	28,702
Tymperleys	7,481	7,405

## **Access to building**

The upper floors of the Tymperleys building were used, in the past, as meeting spaces. This use has now discontinued due to the constraints associated with the building. It is not DDA compliant and due to the Grade 2\* listed status of the building it is not possible to undertake the alterations required to make the building compliant. The age of the building and the current heating system installed mean that it is costly and inefficient to provide a comfortable temperature in the winter.

This has resulted in a building which is currently only open on a seasonal basis, housing a limited Museum collection in the ground floor of the building. The upper floors are not used and the whole building is closed during the winter months (November – March).

## **Storage of Clocks**

The current collection totals 289 clocks, including pocket and fob watches. The collection at Tymperleys is currently 59 pieces, with a proposal to relocate a significant proportion of the collection to the new Gallery at Hollytrees.

The collection which did not form part of the display at Tymperleys is currently held in controlled environment conditions in our storage facilities.

## **Accessibility – Opening Hours**

Tymperleys was previously open 1 April to 31 October;  
Tuesday – Saturday 10am-1pm and 2-5pm

Hollytrees currently open all year;  
Tuesday – Saturday 10am – 5pm and Sunday 11am – 5pm

## **Relocation**

It is planned to relocate a significant proportion of the clocks currently on display at Tymperleys within the new Gallery at Hollytrees Museum. The clocks which are not intended to feature in the new Gallery will be moved into the controlled environment storage, along with the remaining collection.

The new Gallery will be located on the ground floor in Hollytrees, just off the main hall and next to the Garden Room.

It is anticipated that the new Gallery at Hollytrees will offer improved accessibility in relation to wider opening hours and fully disabled access, with the greatest improvement being that the collection will be available all year round. It is also anticipated that the location of the clocks within Hollytrees, which benefits from much higher visitor numbers, will result in a wider audience being able to experience the collection.

In addition to the improved physical access to the collection, it is also planned to digitise the element of the collection which is currently located within Tymperleys. The digitisation will involve detailed photography of the clocks and their internal mechanisms which will give far greater access and understanding of the clocks than currently available. This information will be available on our website which should dramatically improve both the level and quality of access to the clocks.

Whilst the clocks have become acclimatised to the environment at Tymperleys, in terms of conserving the collection for the future it is recognised that the environment is not ideal. Relocating a significant proportion of the collection to Hollytrees, within a bespoke Gallery will give a much greater ability to artificially maintain the optimum environment for the conservation of the clocks. The remaining clocks will be placed in the controlled environment conditions, along with the rest of the collection, currently available in our storage facility.

## **COUNCIL MEETING: 19 OCTOBER 2011**

### **Agenda Item 9 Tymperleys Procedure Note**

The procedure for the debate on the Petition and Motion on Tymperleys will be as set out below.

- The Lead Petitioner, Councillor Quince, to be invited to speak in support of the petition for a period of up to three minutes.
- Councillor Barton to be invited to move the suspension of Procedure Rule 11(2) to allow the Motion below to be debated.
- Subject to the suspension of Procedure Rule 11(2) Councillor Barton will be invited to move the following Motion but not speak to the Motion at this stage,

“Motion that

This council notes the contents of the petition received on the future of Tymperleys.

Council believes that Tymperleys is no longer sustainable as a museum and should be put to better public use by advertising for expressions of interest but with conditions which ensure the continuing use of the garden for the people of Colchester, a community element and accessibility to the public for so many days a year – possibly linking in with heritage events.

Furthermore Council believes that the key clocks from the collection bequeathed to the town by Bernard Mason, which were never intended to be housed in Tymperleys and are not in appropriate atmospheric conditions in that building, can be better preserved by being housed in nearby Hollytrees museum which would mean they are displayed in controlled atmospheric conditions, are accessible throughout the year for the people of Colchester and satisfy all access issues.”

- Councillor Quince will be invited to move the following Main Amendment, but not speak to it at this stage:-

That the Motion on Tymperleys proposed by Councillor Barton should be approved and adopted subject to the following amendments:-

- (i) In the second paragraph,
  - after the word Council, the insertion of the words “requests Cabinet to undertake a review of its strategy on tourism to ascertain the role and significance of a clock museum in attracting visitors to the town, and following that review that if Cabinet”;
  - before the word museum insert the word “clock”;

- before the word “garden” insert the words “building as a museum and “;
- delete all the wording after the word “Colchester” and replace with the words “to enjoy, an alternative premises should be found so that the clock collection on display at Tymperleys can be exhibited publicly in one place as an integral part of the town’s museum service.

(ii) The deletion of the third paragraph.

- Have Your Say speakers to address the Council on the matters raised by the motion and petition. (A period of up to 15 minutes is available, subject to the discretion of the Mayor to extend or limit the total time. Each individual speaker to speak for a maximum of three minutes);
- Councillor Barton to speak to the Motion (up to ten minutes).
- Councillor Quince to speak to the Main Amendment (up to ten minutes).
- Councillor Barton to be invited to indicate whether the Main Amendment is accepted. If so, Council will then be invited to indicate acceptance of the amendment and if agreed, the Motion will be deemed to be amended accordingly. If not, Council will debate and determine the Main Amendment, in accordance with the normal rules of debate (up to five minutes per Councillor).
- Council to debate the motion and petition (up to five minutes per Councillor).

**Agenda item 12**  
**Record of Decisions taken under Scheme of Delegation to Cabinet Members**  
**2 July – 4 October 2011**

<b>Portfolio – Commerce and Sustainability</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>
20/6/11	COS-002-11	Colchester Borough Council's response to consultation on Planning Policy Statement for Traveller Sites	Shelley Blackaby	To agree the response to Department for Communities and Local Government (DCLG) consultation on Planning Policy Statement for Travellers Sites	Agreed 6/7/11
<b>Portfolio – Economic Development and Sustainability</b>					

<b>Portfolio – Communities and Diversity</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>
13/7/11	COD-002-11	Review of grounds maintenance contract	Bob Penny	To agree the structure for reviewing the current grounds maintenance contract and future arrangements	Agreed 22/7/11
5/9/11	COD-003-11	Proposed use of the ex-Ministry of Defence (MOD) medical centre and gymnasium building	Bidget Tighe	To authorise Estate Services to negotiate terms for leases for the ex-MOD gymnasium building and medical centre building which has been transferred to Council ownership as part of the community facilities for the Garrison Urban Village	Agreed 14/9/11

**Agenda item 12**  
**Record of Decisions taken under Scheme of Delegation to Cabinet Members**  
**2 July – 4 October 2011**

<b>Portfolio – Customers</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>

<b>Portfolio – Housing and Community Safety</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>
12/7/11	HOU-001-11	HRA fees and charges in year change to Supporting People charges and introduction of Facilities Management Service charge	Daniella Woraker/ Tina Hinson	To approve changes required to charges made for housing related support in sheltered housing following a reduction in the Supporting People grant and introduction of a Facilities Management Service charge	Agreed 22/7/11
12/9/11	HOU-002-11	Response to Government consultation paper 'Implementing social housing reform: directions to the regulator'	Tina Hinson/ Joanne Webb	To agree Colchester Borough Councils response to the Department for Communities and Local Government's consultation paper; 'Implementing Social Housing Reform: directions to the Social Housing Regulator'	Agreed 20/9/11

<b>Portfolio – Renaissance</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>



**Agenda item 12**  
**Record of Decisions taken under Scheme of Delegation to Cabinet Members**  
**2 July – 4 October 2011**

<b>Portfolio – Resources and ICT</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>
22/7/11	RES-003-11	Insurance Tender	Hayley McGrath	To agree the new insurance programme	Agreed 29/7/11
16/8/11	RES-003/1-11	Surrender of lease and reletting of Plot A16, Wyncolls Road, Severalls Business Park, Colchester CO4 9HT	Mike Shorten	To authorise the surrender of the current lease and write off of accumulated arrears	Agreed 26/8/11
<b>Portfolio – Resources and Heritage</b>					
27/9/11	RES-004-11	Local Authority Mortgage Interest Rates	Debbie Greenwood	To set the Locally Determined Interest Rates as 6.05% for the 6 months starting 1 October 2011	Due 6/10/11

<b>Portfolio – Strategy and Performance</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>
31/8/11	STR-001-11	Grant Funding for Older People's Clubs	Matt Sterling	To approve the provision of £25,000 from General Fund balances to fund a grant programme to launch voluntary sector social clubs for older people in various neighbourhoods across the borough	Agreed 7/9/11

**Agenda item 12**  
**Record of Decisions taken under Scheme of Delegation to Cabinet Members**  
**2 July – 4 October 2011**

<b>Portfolio – Street and Waste Services</b>					
<b>Date</b>	<b>Number</b>	<b>Report Title</b>	<b>Author</b>	<b>Decision</b>	<b>Result</b>
27/7/11	STW-001-11	Travel Concessions – Senior Railcards	Debbie Greenwood	To set the charge for a senior railcard sold under a discount scheme with effect from 1 October 2011	Agreed 9/8/11
9/8/11	STW-002-11	Trial of Doorstep Collection of Food Waste	Matthew Young/ Paul English	To authorise the establishment and implementation of Food Waste doorstep collection trials	Decision was pre-scrutinised at Strategic Overview and Scrutiny Panel 19 July 2011 (see minute 13) and therefore not subject to call-in



## Cabinet

7 September 2011

Item  
**11(iii)**

Report of	Monitoring Officer	Author	Andrew Weavers ☎ 282213
Title	Review of Local Code of Corporate Governance		
Wards affected	Not applicable		

**This report recommends that Cabinet approves an updated Local Code of Corporate Governance and recommends to Council that it be included in the Council's Policy Framework**

### 1. Decision(s) Required

- 1.1 To approve the updated Local Code of Corporate Governance and to recommend to Council that it be included in the Council's Policy Framework.

### 2. Background

- 2.1 Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which such bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.
- 2.2 The Council strives to meet the highest standards of corporate governance to help ensure it meets its objectives. Members and Officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of the resources at its disposal.
- 2.3 Cabinet at its meeting on 17 March 2010 approved the Code and subsequently the Full Council at its meeting on 24 March 2010 included it within the Council's Policy Framework. The revised Code is subject to an annual review which is dealt within this report.
- 2.4 The attached revised Local Code of Corporate Governance has been developed in accordance with guidance issued in 2007 jointly by CIPFA (The Chartered Institute of Public Finance and Accountancy) and SOLACE (The Society of Local Authority Chief Executives) entitled "Delivering Good Governance in Local Authorities".
- 2.5 This Guidance identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain a local code of governance. The principles are;
  - Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area;
  - Members and officers working together to achieve a common purpose with clearly defined functions and roles;
  - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;

- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- Developing the capacity and capability of members and officers to be effective; and
- Engaging with local people and other stakeholders to ensure robust public accountability.

2.2 The six core principles each have a number of supporting principles, which in turn have a range of specific requirements that apply across the range of Council business.

2.3 Attached to this report at appendix 1 is an updated Local Code of Corporate Governance which has been prepared in light of the Guidance and the six principles. It has been the subject of consultation with officers and was considered by the Standards Committee at its meeting on 24 June 2011. A draft minute of the Standard's Committee's consideration of this item is at appendix 2. The Standards Committee recommendations have been incorporated into the updated Code.

2.4 The Code takes each of the principles in turn and elaborates on how the Council will meet its aims, what source documents or processes evidence the aims and in addition highlights any further or ongoing work. This in turn links into the Council's Annual Governance Statement.

2.5 The following changes to the Code are highlighted for the Cabinet's information:

The items highlighted were shown as "Further work ongoing" and have now been completed and are now "Source documents/ processes". Some items appear more than once as they relate to more than one of the Core Principles.

### Core Principle 1

Source documents / Processes	Further work ongoing
Annual Monitoring report	Strategic Plan Action Plan
	Review of Communications and Marketing
	Customer insight work
"Council Achievements and Performance and Improvement at the Council " section on web site	Fundamental Service Reviews

### Core Principle 2

Source documents / Processes	Further work ongoing
Performance Reporting and Performance Indicators	Strategic Plan Action Plan
	Fundamental Service Reviews

### Core Principle 3

Source documents / Processes	Further work ongoing
	Strategic Plan Action Plan
Equality Scheme	Annual review of Whistleblowing Policy and Gifts and Hospitality
Performance Reporting and Performance Indicators	Annual review of Anti-Fraud and Corruption Policy
Safeguarding Vulnerable Adults Policy	

#### Core Principle 4

Source documents / Processes	Further work ongoing
Equality Impact Assessments	Annual review of Anti-Fraud and Corruption Policy
Equality Scheme	Fundamental Service Reviews

#### Core Principle 5

Source documents / Processes	Further work ongoing
Colchester Learning Managers and Customer Excellence awards	Strategic Plan Action Plan
Performance Reporting and Performance Indicators	Fundamental Service Reviews
Equality Scheme	Review of Council Communications and Marketing

#### Core Principle 6

Source documents / Processes	Further work ongoing
“Council Achievements and Performance and Improvement at the Council ” section on web site	Strategic Plan Action Plan
Equality Scheme	Fundamental Service Reviews
	Customer insight work

Some new “Source documents/ Processes” have been included which are now recognised to contribute toward the Core Principles but were not included in the previous version of the Code.

- 2.6 Progress has been made during the year in strengthening the Council’s governance arrangements. This includes the work of Cabinet and Standards Committee which is reflected both in the changes to the “Further work ongoing” column and also inclusion in the “Source documents/ Processes” column.

### 3. Strategic Plan References

- 3.1 Governance forms parts of the Council’s commitment to customer excellence which underpins the Council’s Strategic Plan vision.

### 4. Financial Considerations

- 4.1 None.

### 5. Equality, Diversity and Human Rights Implications

- 5.1 No particular implications.

### 6. Publicity Considerations

- 6.1 The Local Code of Corporate Governance will be included in the Constitution and will be placed on the Council’s website.

**7. Consultation Implications**

7.1 None.

**8. Community Safety Implications**

8.1 None.

**9. Health and Safety Implications**

9.1 None.

**10. Risk Management Implications**

10.1 None.



## **COLCHESTER BOROUGH COUNCIL**

### **CODE OF CORPORATE GOVERNANCE**

#### **Contents**

- Core Principle 1** *Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area.*
- Core Principle 2** *Members and officers working together to achieve a common purpose with clearly defined functions and roles.*
- Core Principle 3** *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.*
- Core Principle 4** *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.*
- Core Principle 5** *Developing the capacity and capability of members and officers to be effective.*
- Core Principle 6** *Engaging with local people and other stakeholders to ensure robust public accountability.*

**COLCHESTER BOROUGH COUNCIL  
CODE OF CORPORATE GOVERNANCE**

**INTRODUCTION**

*“Governance is about how local government bodies ensure that they are doing the right things, in the right way for everyone, in a timely, inclusive, open, honest and accountable manner.*

*It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities”.*

**Delivering Good Governance in Local Authorities (CIPFA/SOLACE 2007)**

The CIPFA/SOLACE guidance “Delivering Good Governance in Local Authorities” identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain a local code of governance. These principles are:

- *Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area*
- *Members and officers working together to achieve a common purpose with clearly defined functions and roles*
- *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour*
- *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk*
- *Developing the capacity and capability of members and officers to be effective*
- *Engaging with local people and other stakeholders to ensure robust public accountability.*

**This Code of Governance has been prepared in accordance with the Guidance and will be reviewed by the Accounts and Regulatory Committee and the Standards Committee on an annual basis.**

**Additionally authorities are required to prepare and publish an Annual Governance Statement in accordance with this framework under Regulation 4(2) of the Accounts and Audit (Amendment) (England) Regulations 2006. The Annual Governance Statement is a key corporate document. The Chief Executive and the Leader of the Council have joint responsibility as signatories for its accuracy and completeness.**



## COLCHESTER BOROUGH COUNCIL: CODE OF CORPORATE GOVERNANCE

Core Principle 1 – Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area		
Our aims in relation to focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area are to:		
In order to achieve our aims we have/will:		
In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>1.1 Exercise strategic leadership by developing and clearly communicating the authority’s purpose, vision and its intended outcome for citizens and service users</p> <p>1.2 Ensure users receive a high quality service whether directly, or in partnership, or by commissioning</p> <p>1.3 Ensure that the authority makes best use of resources and that tax payers and service users receive excellent value for money</p>	<p>Strategic Plan 2009-12 Service Plans Sustainable Community Strategy Communications Strategy Consultation – “Knowing Your Community” Policy Framework Council website – <a href="http://www.colchester.gov.uk">www.colchester.gov.uk</a> Research and Engagement team project work</p>	<p>Strategic Plan 2009-12 Strategic Plan Action Plan – progress is reported to Cabinet on a half yearly basis and published on the Council’s website Review of Council’s Communications and Marketing Customer Insight group</p>
<p>1.1.2 Review on a regular basis the Council’s vision for the local area and its impact on the authority’s governance arrangements</p>	<p>Strategic Plan 2009-12 Medium Term Financial Strategy and Capital Programme Sustainable Community Strategy Local Code of Corporate Governance Annual Governance Statement and Assurance Framework</p>	<p>Local Code of Corporate Governance updated as required by CIPFA Guidance</p>

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
<p>1.1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties</p> <p>1.1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance</p>	<p>Strategic Plan 2009-12 Sustainable Community Strategy Public Service Partnership Partnership Strategy Partnership Register</p> <p>Statement of Accounts Council's website <a href="http://www.colchester.gov.uk">www.colchester.gov.uk</a> "Council Achievements" and "Performance and Improvement at the Council" – sections on the Council's website</p>	<p>Research is currently being undertaken into establishing the Council's partners key values and vision</p> <p>Strategic Plan actions and monitoring of delivery</p>
<p>1.2.1 Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available</p>	<p>Performance Reporting to Senior Management and Scrutiny Panel. Customer Excellence programme Customer Excellence Standard Consultation – "Knowing Your Community" Mosaic and Touchstone customer research tools Annual Monitoring Report Audit Commission annual audit letter and recommendations Policy Review Panel</p>	<p>Govmetric Fundamental Service Reviews Projects carried out by the Council's Research and Engagement team</p>

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/processes</b>	<b>Further work ongoing</b>
1.2.2 Put in place effective arrangements to identify and deal with failure in service delivery	<p>Performance Reporting and performance indicators</p> <p>Complaints Procedure</p> <p>Internal Audit Process</p> <p>Finance and Audit Scrutiny Panel</p> <p>Executive Director for People and Performance</p> <p>Performance Management Board</p> <p>Customer Service Centre responsible for web site management</p> <p>Audit Commission annual audit letter and recommendations</p>	<p>Group monitoring of summary service plan delivery.</p> <p>Fundamental Service Reviews</p>
1.3.1 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.	<p>Performance Reporting</p> <p>Local Authority Carbon Management</p> <p>Nottingham Declaration Strategy and Action Plan</p> <p>Audit Commission annual audit letter and recommendations</p>	<p>Value for money methodology as described in Value for Money section of Use of Resources Carbon Management programme</p> <p>Sustainability assessments for Local Development Framework</p>

<b>Core Principle 2 – Members and Officers working together to achieve a common purpose with clearly defined functions and roles</b>		
<b>Our aims in relation to Members and Officers working together to achieve a common purpose with clearly defined functions and roles are to:</b>		
2.1	Ensure effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	
2.2	Ensure that a constructive working relationship exists between authority members and officers and the responsibilities of members and officers are carried out to a high standard	
2.3	Ensure relationships between the authority, its partners and the public are clear so that each knows what to expect of the other	
<b>In order to achieve our aims we have/will:</b>		<b>Further work ongoing</b>
2.1.1	Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice	The Constitution will continue to be reviewed on a rolling basis.
2.1.2	Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	Development of a protocol to cover the working arrangements between Portfolio Holders and senior Officers.
2.2.2	Make the chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	The Constitution will continue to be reviewed on a rolling basis. Support for this from Executive Director People and Performance

	Job Accountability Statement / Person Specification Signature on Annual Governance Statement	
<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
2.2.3 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	Constitution Member/Officer Protocol Regular 1:2:1's	The Constitution will continue to be reviewed on a rolling basis.
2.2.4 Make a senior officer (usually the section 151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	Head of Resource Management has been appointed as the Council's Chief Financial Officer (S151 Officer). Constitution Job Accountability Statement / Person Specification S151 Officer Protocol Report template includes financial implications before report considered by Members	
2.2.5 Make a senior officer (other than the responsible financial officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations are compiled with (usually the Monitoring Officer)	Legal Services Manager has been appointed as the Council's Monitoring Officer Monitoring Officer Protocol Report template requires that Legal Services are consulted before a report considered by Members	
2.3.1 Develop protocols to ensure effective communication between members and officers in their respective roles	Member / Officer Protocol Planning Procedures Code of Practice Outside Bodies advice given to Members Member and Officer Codes of Conduct	
2.3.2 Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the	Pay and conditions policies and practices Independent Remuneration Panel Terms of Reference and Reports	

<p>process including an effective remuneration panel (if applicable)</p>	<p>Regular liaison meeting with Unison</p>	
<p><b>In order to achieve our aims we have/will:</b></p> <p>2.3.3 Ensure that effective mechanisms exist to monitor service delivery</p>	<p><b>Source documents/Processes</b></p> <p>Performance Reporting and performance indicators  Executive Director for People and Performance  Complaints Procedure  Heads of Service monitoring Service Plans  Performance Management Board  Performance system  Scrutiny Panels</p>	<p><b>Further work ongoing</b></p> <p>Customer insight work</p>
<p>2.3.4 Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated</p>	<p>Strategic Plan 2009-2012 underpinned by a review of all existing consultation work. Specific consultation with hard to reach groups.  Medium Term Financial Strategy  Performance reporting and performance indicators  Council Website  Communications Strategy  Courier  Customer insight groups</p>	<p>Strategic Plan 2009-12  Strategic Plan Action Plan – progress is reported to Cabinet on a half yearly basis and published on the Council's web site.  Fundamental Service Reviews</p>
<p>2.3.5 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority</p>	<p>Constitution  Individual Partnership Agreements  Service Level Agreements  Advice given to members in relation to outside bodies  Partnership Strategy  Partnership Register</p>	<p>Research is currently being undertaken into establishing the Council's partners key values and vision</p>

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>2.3.6 When working in partnership:</p> <ul style="list-style-type: none"> <li>• ensure that there is clarity about the legal status of the partnership</li> <li>• ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.</li> </ul>	<p>Constitution  Individual Partnership Agreements  Service Level Agreements  Advice given to Members in relation to outside bodies  Partnership Strategy  Partnership Register</p>	<p>Research is currently being undertaken into establishing the Council's partners key values and vision</p>





In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
	<p>Corporate Roadshows by Chief Executive for staff  Executive Management Team shadowing Hub and Spokes Officers focus group  Portfolio Holders monthly sessions with senior officers</p>	
<p>3.1.2 Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols</p>	<p>Member and Officer Codes of Conduct  Performance System  Complaints procedures  Anti-fraud and Corruption Policy  Member/Officer Protocols  Member Development Programme  Officer training on Member/ officer relationship  Whistleblowing Policy  Information and Communication Technology (ICT)  Security Policy  Safeguarding Children's Policy  Hub (intranet)  Safeguarding Vulnerable Adults Policy</p>	<p>Annual review of Whistleblowing Policy  Annual review of Anti Fraud and Corruption Policy</p>
<p>3.1.3 Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice</p>	<p>Member and Officer Codes of Conduct  Equality and Diversity training for Members and Officers  Financial Procedure Rules,  Contract Procedure Rules  Anti-Fraud and Corruption Policy  Whistleblowing Policy  Registers of Interests (Officers and Members)  Services and processes are underpinned by  Equality Impact Assessments  Single Equality Scheme  Officer induction and training</p>	<p>Annual review of Whistleblowing Policy  Annual review of Anti Fraud and Corruption Policy</p>

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>3.2.1 Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners</p>	<p>Member and Officer Codes of Conduct Strategic Plan 2009-12 Administration's vision, 3 objectives and 9 priorities in place and being shared Way We Work Programme - organisational values for People, Customer Excellence, Leadership of Place Shaping and Transformation Performance reporting Customer Excellence</p>	<p>Strategic Plan Action Plan – progress is reported to scrutiny on a half yearly basis  People Strategy actions  Review of Communications and marketing</p>
<p>3.2.2 Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice</p>	<p>Contract Procedure Rules Anti-Fraud and Corruption Policy Whistle Blowing Policy Member and Officer Codes of Conduct Monitoring of the above takes place by the Standards Committee, with the exception of the Contract Procedure Rules which are monitored by Cabinet. ICT Security Policy</p>	<p>Reporting through to Cabinet or Standards Committee, as appropriate, on a regular basis.</p>
<p>3.2.3 Develop and maintain an effective Standards Committee</p>	<p>Agenda and Minutes Terms of Reference Regular meetings The number of Independent Members and Parish Representatives exceeds statutory minimum Local Assessment of complaints Framework implemented Annual Report Work programme</p>	<p>Annual review of the Local Assessment Framework by the Standards Committee.  Annual Report</p>

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
3.2.4 Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	<p>Member and Officer Codes of Conduct  Strategic Plan 2009-12 Administration's vision, 3 objectives and 9 priorities in place and being shared  Way We Work Programme  Performance Appraisals  Customer Excellence  Leadership days  Portfolio Holder sessions with Senior Managers  Policy Framework</p>	
3.2.5 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively	<p>Values agreed with each partner  Partnership Register  Partnership Strategy</p>	

**Core Principle 4 – Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**

**Our aims in relation to taking informed and transparent decisions which are subject to effective scrutiny and managing risk are to:**

- 4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcomes of constructive scrutiny
- 4.2 Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs
- 4.3 Ensuring that an effective risk management system is in place
- 4.4 Using their legal powers to the full benefit of the citizens and communities in their areas

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
<p>4.1.1. Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible</p>	<p>Scrutiny is supported by robust evidence and data analysis                      Agenda and Minutes                      Work programme                      Successful outcome of reviews                      Training on developing meaningful work programme                      Training for scrutiny chairman                      Scrutiny of partners and joint projects</p>	<p>Individual skills for successful scrutiny training in for members in conjunction with Ipswich and Tendring District Councils</p>
<p>4.1.2. Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</p>	<p>Constitution                      Decision making protocols                      Record of decisions and supporting materials                      Report template                      Decision list published                      Meetings Factory on Council's website</p>	
<p>4.1.3. Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice</p>	<p>Member and Officer Codes of Conduct                      Member and Officer Registers of Interests                      Declaration of Interests at meetings                      Code of Conduct guidance and training provided to Members and Officers</p>	

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
	<p>Planning procedures Code of Practice Standards Committee have responsibility for these issues Monitoring Officer reports on these issues Politically restricted posts Anti-Fraud and Corruption Policy</p>	<p>Annual review of Anti- Fraud and Corruption Policy</p>
<p>4.1.4 Develop and maintain an effective Audit Committee (or equivalent) which is independent or make other appropriate arrangements for the discharge of the functions of such a committee</p>	<p>Finance and Audit Scrutiny Panel Terms of Reference Accounts and Regulatory Committee Audit awareness training Agenda and Minutes</p>	
<p>4.1.5 Put in place effective transparent and accessible arrangements for dealing with complaints</p>	<p>Complaints procedure "Help us get it right" Local Assessment Framework</p>	<p>Customer insight work</p>
<p>4.2.1 Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</p>	<p>Council's Website Report templates dealing with key aspects Report by Head of Service with necessary technical expertise included Training and professional development Equality Impact Assessments</p>	<p>Projects carried out by the Council's Research and Engagement Team Customer insight work</p>
<p>4.2.2 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately</p>	<p>Report template requires that consultation is undertaken with Monitoring Officer and S151 Officer before report considered by Members Record of decision making and supporting materials S151 and Monitoring Officer Protocols Equality Impact Assessments</p>	

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
<p>4.3.1 Ensure that risk management is embedded into the culture of the organisation, with members and managers at all levels recognising that risk management is part of their job</p>	<p>Risk Management Strategy part of the Policy Framework  Corporate Risk Manager  Corporate/service planning  Cabinet Member with accountability for risk management  Finance and Audit Scrutiny Panel monthly monitoring role of top 5 risks and regular review of whole risk register  Performance Management Board quarterly risk review  Risk Registers- Strategic, Operational and Project  Risk and Control self assessment completed by all managers  Training for Members and Officers</p>	<p>Currently developing Members training session. Officer training as and when required through Group Management Teams   Fundamental Service reviews look at different ways of delivering services, with risk taken into account</p>
<p>4.3.2 Ensure that arrangements are in place for Whistleblowing to which staff and all those contracting with the authority have access</p>	<p>Whistleblowing Policy  Information for contractors  Monitoring Officer  Constitution</p>	<p>Annual review of Whistleblowing Policy</p>
<p>4.4.1 Actively recognise the limits of lawful activity placed on them by, for example the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities</p>	<p>Constitution  Monitoring Officer  Report templates  Equality Impact Assessments  Single Equality Scheme</p>	

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
<p>4.4.2 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law</p>	<p>Availability of professional legal advice Monitoring Officer Protocol S151 Officer Protocol Report templates Constitution Equality Impact Assessments Single Equality Scheme</p>	
<p>4.4.3 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice into their procedures and decision making processes</p>	<p>Monitoring Officer Protocol S151 Officer Protocol Procedure Rules Report template Constitution Format for quasi judicial committees “Have Your Say” leaflet Planning Procedure Code of Practice Equality Impact Assessments Single Equality Scheme</p>	

**Core Principle 5 – Developing the capacity and capability of Members and Officers to be effective**

**Our aims in relation to developing the capacity and capability of Members and Officers to be effective are:**

- 5.1 Making sure that Members and Officers have the skills, knowledge, experience and resources they need to perform well in their roles
- 5.2 Developing the capability of people with governance responsibilities and evaluating their performance as an individual and as a group
- 5.3 Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
<p>5.1.1 Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis</p>	<p>Member training and development                      Charter Status for Member Development processes and award                      Member and Officer Induction programmes                      Refresher courses                      Briefings                      Officer Development Plan (individual and corporate)                      Appraisals for officers                      People Strategy                      Personal Development Plans                      Learning and Development Strategy/Annual Plan</p>	<p>Member skills development</p>
<p>5.1.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation</p>	<p>Appraisals                      Training                      Induction                      Monitoring Officer and S151 Officer Protocols                      Employee Policies                      Learning and Development Strategy/Annual Learning and Development Plan</p>	



<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
5.2.1 Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively	<p>Appraisals for officers SMART objectives Personal Development Plans for officers Member training and development Charter Status for Member Development processes and award People Strategy Learning and Development Strategy/Annual Learning and Development Plan</p>	Member skills development
5.2.2 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	<p>Appraisals for officers Personal Development Plans for officers Member training and development Member scrutiny training People Strategy Colchester Learning Managers and Customer Excellence awards</p>	<p>Member skills development  Fundamental Service Reviews</p>
5.2.3 Ensure that effective arrangements are in place for reviewing the performance of the authority as a whole and of individual members and agreeing an action plan which might for example aim to address any training or development needs	<p>Performance reporting and performance indicators Performance and Improvement Framework Performance management and appraisals for officers SMART objectives People Strategy Investors in People Assessment Comprehensive Area Assessment Annual Audit Letter Organisational Assessment</p>	

	<p><b>In order to achieve our aims we have/will:</b></p> <p>5.3.1 Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority</p>		<p><b>Source documents/Processes</b></p> <p>Equality Impact Assessments on services and policies          Knowing your community on web site          Voluntary Sector Compact          Mosaic and Touchstone          Public meetings          Single Equality Scheme          Strategic Plan Consultation          Local Development Framework consultation          Life opportunities and Community development work          Neighbourhood Action Panels          Consultations ( eg waste survey carried out using a range of communication methods to encourage participation)          Customer insight work          Research and Engagement Team projects</p>		<p><b>Further work ongoing</b></p> <p>Review of Council communications and marketing</p>
<p>5.3.2 Ensure that career structures are in place for Members and Officers to encourage participation and development</p>	<p>People Strategy          Internal Recruitment Process          Internal Secondments          Personal Development Plans for officers</p>				<p>Human Resource Plans          Member skills development          Fundamental Service Reviews</p>

**Core Principle 6 – Engaging with local people and other stakeholders to ensure robust public accountability**

**Our aims in relation to engaging with local people and other stakeholders to ensure robust public accountability are to:**

- 6.1 Exercise leadership through a robust scrutiny function which engages effectively with local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships
- 6.2 Take an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly, in partnership or by commissioning
- 6.3 Make best use of human resources by taking an active and planned approach to meet responsibility to staff

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
6.1.1 Make clear to themselves, all staff and the community, to whom they are accountable and for what	Constitution Community Strategy Stakeholder identification Targets and Performance Monitoring Website and intranet Consultation Strategy Communications Strategy Satisfaction surveys	
6.1.2 Consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required	Stakeholder identification Statutory provisions Stakeholder surveys Consultation Strategy Communications Strategy Partnership Strategy Partnership Register	
6.1.3 Produce an annual report on scrutiny	Annual Report	

function activity	
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In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
6.2.1 Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	Communications Strategy Web sites Equality Impact Assessments Courier Safeguarding Children Policy	Safeguarding Vulnerable Adults Policy Review of Council communication and marketing
6.2.2 Hold meetings in public unless there are good reasons for confidentiality	Constitution Access to Information Rules	
6.2.3 Ensure arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	Strategic Plan 2009-12 Web site - "Knowing Your Community " section Consultation strategy Communications strategy Community strategy Single Equality Scheme and Equality Impact Assessments Corporate business plan Service Plans Budget Consultation Meeting	Fundamental Service Reviews
6.2.4 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	Statement of Community Involvement Customer Excellence Customer insight project team Partnership framework Communication strategy Consultation Strategy Budget Consultation meeting Strategic Plan consultation Mosaic and Touchstone	Govmetric Customer insight work

<b>In order to achieve our aims we have/will:</b>	<b>Source documents/Processes</b>	<b>Further work ongoing</b>
<p>6.2.5 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period</p>	<p>Statement of Accounts Strategic Plan 2009-12 Website <a href="http://www.colchester.gov.uk">www.colchester.gov.uk</a></p> <p>Performance Reporting and Performance Indicators</p> <p>Council website has "Performance and Improvement at the Council" "Council Achievements" and "Council and Democracy" sections</p> <p>Archived agendas and minutes now published as well as the current ones on the website</p>	<p>Strategic Plan Action Plan – progress is reported to scrutiny on a half yearly basis</p>
<p>6.2.6 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so</p>	<p>Constitution Customer service standards Voluntary Sector Compact "Have Your Say" at meetings Freedom of Information Act Publication Scheme Member and Officer Codes of Conduct Way We Work Programme Whistle Blowing Policy Anti-Fraud and Corruption Policy Monitoring Officer Protocol Communications Policy Data Protections Policy ICT Security Policy</p>	<p>Annual review of Whistleblowing Policy</p> <p>Annual review of Anti-Fraud and Corruption Policy</p>

<p>6.3.1 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</p>	<p>Council website Investors in People Facilities and Recognition Agreement with UNISON</p>	
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**Extract from the Minutes of the Standards Committee meeting of 24 June 2011**

**Review of Local Code of Corporate Governance**

The Committee considered a report from the Monitoring Officer reviewing the updated Local Code of Corporate Governance.

The entry for paragraph 3.2.2 should be amended to make clear that the Contract Procedure Rules would not be monitored and reviewed by the Standards Committee. Responsibility for the Contract Procedure Rules lay with Cabinet. It was suggested that a reference to the award of Charter Status for Elected Member Development should be added to paragraphs 5.1.1 and 5.1.3 as this was external validation of the Council's approach to member development and was relevant to the criteria for paragraph 5.1 of the Local Code of Corporate Governance.

*RECOMMENDED* to Cabinet that the Local Code of Corporate Governance be approved subject to the following amendments:

- (a) an amendment to paragraph 3.2.2 to clarify the arrangements for the monitoring and review of the Contract Procedure Rules;
- (b) the inclusion of a reference to the award of Charter Status for Elected Member Development in paragraphs 5.1.1 and 5.1.3.



## Cabinet

Item  
**8(i)**

<b>Report of</b>	<b>Head of Strategic Policy and Regeneration</b>	<b>Author</b>	<b>Tina Hinson</b> ☎ 506903 <b>Jeanette Smith</b> ☎ 282538
<b>Title</b>	<b>Improving accommodation for older people in Colchester - Review of Council owned sheltered housing.</b>		
<b>Wards affected</b>	All		

This report concerns how the Council can improve its housing for older people and make it fit for the future, following a review of sheltered housing.

### 1. Decision(s) Required

- 1.1 To agree to make improvements to Harrison Court, Britannia Court, Enoch House and Worsnop House so that in the future no tenant will need to share facilities and will have their own kitchen and bathroom.
- 1.2 To agree a long term plan of improvements to the Council's sheltered housing schemes so that they better meet the needs of older people now and in the future.
- 1.3 To dispose of two sheltered housing schemes; Abbeygate House and Joyce Brooks House; change the use of one scheme as sheltered housing (The Dutch Quarter) and explore alternative uses for four sites (Heathfields House, Elfreda House, Maytree Court and Plum Hall).
- 1.4 To recommend to full Council that the capital receipt generated by any disposal be ring-fenced within the Housing Revenue Account (HRA), to either fund the refurbishment/conversions costs at the four sites identified, or to repay HRA debt.
- 1.5 To recommend that the financial implications of the in-principle decisions taken are modelled and reflected in the overall HRA budget setting process to be considered by Cabinet in January 2012.

### 2. Reasons for Decision(s)

- 2.1 A review has been carried out of the Council's sheltered housing. The review made a number of recommendations about the Council's sheltered housing. The aim of the review was to improve accommodation for older people in the borough and ensure that our sheltered housing meets the needs of older people now and in the future.
- 2.2 The review found that changes were needed to address several issues; voids in sheltered housing remain high, yet there are over 500 people on our needs register who are eligible for sheltered housing. Nine out of the 23 sheltered housing schemes do not offer self-contained accommodation. This suggests that the current profile of sheltered schemes Colchester Borough Council offers does not meet the needs or aspirations of older people.



- 2.3 A long term plan is needed to address some of the issues so that the Council is able to meet the housing needs of the older population now and in the future.

### 3. Alternative Options

- 3.1 Not to adopt the recommendations of the review. This would result in not being able to make changes to our sheltered housing to meet the criteria of the Colchester Standard along with DDA requirements and the needs of our tenants who have restricted mobility. This would mean that the Council would retain accommodation that remains 'hard to let' and continue to experience a revenue loss through voids. Maintenance costs would remain high on those schemes deemed to be in the poorest condition. The Council would continue to offer accommodation of a lower standard to that of other providers. The needs and aspirations of older people would not be met. Older people under-occupying social rented homes would continue to have limited housing options and less incentive to encourage them to move to homes which better meet their needs.

### 4. Supporting Information

- 4.1 The Council, along with its arms length management organisation, Colchester Borough Homes (CBH) carried out a review of the 23 sheltered housing schemes that are owned by the Council. A full copy of the review report is included as a background paper to this report. The review considered a number of issues including, housing need, demand, supply, scheme comparisons and environmental performance which was used to assess all of the above for each scheme. The review also looked at the accommodation and facilities currently offered at each scheme and the future demand for sheltered housing.
- 4.2 This information provided the evidence base for the development of the 'Colchester Standard'. This is a set of criteria which Colchester aspires to provide at each of its sheltered housing schemes. It was also used to measure how well each of our sheltered housing schemes meets the standard. From this we were able to identify those schemes not suitable for redevelopment or conversion and those that were.
- 4.3 The key findings of the review are summarised below.

**Housing need:** There are 539 people on the housing needs register who are suitable for sheltered housing (although they may not have expressed an interest for this type of housing). A total of 296 of those are in the top priority bands for re-housing but long term voids remain in some of our sheltered housing schemes.

**Demand:** Many sheltered schemes experience a low demand for properties. Those sheltered homes which had been empty for the longest time were in those sheltered schemes which had bedsit accommodation with shared facilities. Over a quarter (38%) of those registered on the Housing Needs Register who are eligible for sheltered housing are under-occupying their current home.

**Supply:** Colchester Borough Council has 696 sheltered homes (flats, bedsits and bungalows). There are another 778 sheltered homes (flats, bedsits and bungalows) in Colchester. A total of 455 homes are rented and 323 homes are leasehold for those that wish to purchase a home.

**The Colchester Standard:** The Colchester Standard was developed by Colchester Borough Council and Colchester Borough Homes to reflect the features we would expect to see in our sheltered housing in the future to ensure that it best met the housing needs of older people. It is based on national standards expected from newly built schemes, national good practice and issues particularly relevant to Colchester. We consulted

CBH's Sheltered Housing Forum about the standard. They supported the standard. The Forum confirmed that self-contained accommodation was the key factor for older people when considering alternative accommodation. They did not wish to add any additional features to the standard.

**Meeting the Colchester Standard:** We used the criteria to measure each of our sheltered schemes and scored them against how well they met the standard. We currently have nine schemes that offer bedsit accommodation with shared facilities, this suggests that these schemes will increasingly have voids and become 'hard to let.' We also looked at the costs involved in maintaining the accommodation and also bringing it up to the Colchester Standard. We found that some schemes would not be suitable for reconfiguration or redevelopment to meet the aspirations of the Colchester Standard.

**Accommodation and facilities:** The locality of some of the schemes is difficult to access if tenants or visitors have poor mobility. Issues identified are access to shops, bus stops and local facilities. Features which make mobility difficult in our sheltered housing include; narrow hallways to individual units and raised thresholds within the buildings. Several schemes do not comply with the Disability Discrimination Act and are not suitable for adaptation to meet the requirements as the internal configuration of the buildings does not allow for the required turning points or for lifts to be installed enabling access to all levels of the building. This restricts applicants with housing needs linked to poor mobility applying for this accommodation and does not meet the needs of those residents who have changing health and mobility.

**Environmental performance/asset management needs:** Energy costs are likely to increase faster than incomes in the future therefore the need to mitigate this impact has been a consideration of the Sheltered Housing Review. It was identified that 22 schemes needed replacement boilers or pumps, of those 6 were classified as urgent and needed replacement of complete systems. Some will not achieve the government targets in the reduction of CO2 emissions. The above suggests that some of the schemes cannot achieve optimum energy efficiency.

- 4.4 **Future demand for sheltered housing:** work included a questionnaire to current Council tenants aged 40-50. The questionnaire asked about their future plans and aspirations for housing, and gathered information on likely future demand for sheltered accommodation from this group. Less than half of those who responded would consider moving into sheltered housing in the future. Most respondents would consider moving to a bungalow. Shared bathrooms were not popular and most respondents prioritised separate bedrooms from the living area. This information supported the criteria of the 'Colchester Standard.' The results suggest that current sheltered housing stock will not meet the housing needs or aspirations of future applicants on the housing register.
- 4.5 **Recommendations of the review:** The review recommended disposing of Joyce Brooks House and Abbeygate House. For Abbeygate House, this scheme received the lowest score in meeting the Colchester standard of all Colchester Borough Council's sheltered housing schemes. It would be difficult and expensive to bring up to DDA standards; it has shared facilities and is unpopular with applicants, having long term empty homes within the scheme. Joyce Brooks House received one of the lowest scores when the facilities were measured against the Colchester Standard, would incur significant costs to bring up to DDA standards, has shared facilities and is unpopular with applicants, having long term empty homes within the scheme. Both schemes are comprised of old buildings with extensions added in the 1970s. Overall the costs and ability to carry out improvements along with the score against the Colchester standard outweighed the benefits of retaining these schemes

- 4.6 The review recommended that at the Dutch Quarter as properties become empty they are let to a different client group. Current sheltered tenants will not be affected by this change as they will continue to receive support in the same way as they do now. The Dutch Quarter currently has sheltered properties dispersed over 4 roads within this area with general needs properties already situated next to sheltered properties. The Dutch Quarter does not have the features usually associated with sheltered housing such as communal facilities and lifts to upper floors. The properties are within a conservation area which make it difficult to up-grade or structurally change them. Tenants report that the properties are difficult and costly to heat.
- 4.7 The review recommended that options for alternative use be explored at Elfreda House, Maytree Court, Heathfields and Plum Hall. Alternative uses which could be considered may include; re-development of the whole site to provide extra-care sheltered housing for older people or using the site to provide new affordable housing. All of these schemes received a low score against the Colchester Standard. Elfreda, Maytree and Heathfields are predominantly bedsits with shared accommodation. All have a lack of external space, internal configuration that would not lend itself to reconfiguration, poor communal facilities and would not be cost effective to reconfigure to meet the requirements necessary to enable them to meet the Colchester Standard. Plum Hall has only 3 tenants, access is restricted and would not be suitable for some one with poor mobility. The accommodation would be costly or impossible to improve to bring up to the Colchester Standard.
- 4.8 Implementation of the recommendations will ensure that all future sheltered housing tenants are offered a standard of accommodation that reflects the markets needs and meets the housing demand of the Borough.

## **5. Proposals**

- 5.1 In order to provide accommodation for older people that is really fit for the future and improve accommodation that we already own, the Council would retain 16 sheltered housing schemes which best meet the Colchester Standard. Of these 16, improvements would be made to four, so that the Council no longer has bedsit accommodation in any of its sheltered housing schemes. Two sheltered housing schemes, which cannot be bought up to the Colchester Standard would be sold and the proceeds used towards funding the refurbishment and improvement of the four referred to above. A summary of the proposals is included at Appendix 1.
- 5.2 The Council would explore alternative uses for Elfreda House, Maytree Court, Heathfields House and Plum Hall sheltered housing schemes or the sites they occupy. At the Dutch Quarter we would explore using the accommodation for a different tenant group..
- 5.3 Implementing a long term plan of improvements will future proof the stock and ensure that it meets the future demand for older people in Colchester.
- 5.4 Tenants who live in sheltered housing schemes which are going to be sold, redeveloped or changed from bedsit to self-contained accommodation will be fully supported by CBH through the process. They will be offered alternative accommodation of their choice which meets their housing needs, receive financial compensation where they are entitled to it and receive support and help to move.

## 6. Strategic Plan References

6.1 Implementation of the recommendations will contribute to the following Council objectives in its strategic plan.

- *Addressing older peoples needs*

We will work with partners to ensure the very best health and wellbeing of our senior people by enabling them to live as independently as possible.

- *Homes for all*

We will work towards providing safe, secure, decent and affordable homes for all.

## 7. Consultation

7.1 Local consultation has taken place with sheltered housing residents at the 'Sheltered Tenants Forum.' The Colchester Standard was presented to them and discussions allowed for feedback and input into its final format. There were no new criteria identified and support was given for the standard.

7.2 86 responses have been received so far. Responses are broadly supportive, especially around providing separate bathing facilities in all accommodation. Many residents are concerned about moving, with many requesting to be moved to alternative accommodation near to town or bus routes with proximity to family support also a concern. The vast majority of responses highlighted issues with condition or facilities at their current accommodation which the recommendations of the sheltered review aims to address. 14 responses from residents at Abbeygate House were received with 5 residents happy that facilities would be improved, the rest of the responses concerned fears over moving, and being near town or facilities were especially important to these residents. Residents at Joyce Brooks House are against the disposal.

7.3 Staff working for Colchester Borough Homes were presented with the details of the review and the recommendations.

7.4 Consultation has also taken place with external stakeholders. Essex County Council has given their support to the proposals and Age UK have also received a presentation on the review and its findings. Residents of Joyce Brooks House invited Age UK Colchester to meet with them to express their concerns about its proposed closure and the loss of community at Joyce Brooks House.

## 8. Publicity Considerations

8.1 A communications plan will be developed to include communication with tenants of sheltered housing, staff, stakeholders and the media.

8.2 A briefing with the local media was held to coincide with the publication of the Cabinet agenda.

## 9. Financial Implications

9.1 This review carries a range of financial implications. Given the early stages of the project, and that it is to be delivered over the medium to long-term, it is intended to include the relevant revenue and capital implications in the annual budget setting cycle for the Housing Revenue Account (HRA) and Housing Investment Programme (HIP). Furthermore, ongoing implications will be included in the medium and long-term financial plans which underpin the HRA Business Plan which will be in place to support the new

HRA self-financing regime, along with the inclusion of the full financial implications of any implementation proposals when they are submitted for member approval.

9.2 This project forms part of the overall Business Plan which will be adopted under HRA Self-Financing. It therefore needs to be considered in the context of everything else the Council is trying to achieve with its HRA, such as the provision of new affordable housing, the temporary accommodation and garage sites reviews etc, to ensure that those plans and aspirations are also affordable and can be delivered, especially in the short to medium term. Otherwise there is a risk that financial decisions could be made in isolation, and not be considered in the wider context, hence the recommendation that the financial implications of this report are considered as part of the overall budget setting process considered by Cabinet in January 2012. This will take into account the following that will arise from this project:

- Projected changes in number of rental units;
- Any potential capital receipts;
- Any new borrowing that may be needed to meet any shortfall in funding and associated borrowing costs;
- The impact on rental income and repairs & maintenance costs etc.

Furthermore, the Business Plan will contain the proposals for the first 5 years of the capital investment to the remainder of the stock, along with the standard elements contained within the annual budget setting process. By considering the financial implications of this project at the same time as the rest of the HRA Business Plan, members will have a clear indication on the overall amount of HRA debt the Council is expecting to hold in the early years of HRA Self-Financing, and an indication of when that could possibly be repaid. It will also give an indication of the remaining amount of borrowing headroom that would be available for other projects.

However in the meantime to provide members with some indicative financial information for each of the schemes, a table has been included at Appendix 2.

### **Revenue Implications**

9.3 The revenue implications of the review of sheltered housing primarily revolve around rental income, management and maintenance costs, and borrowing costs. Where there is a net reduction in the number of dwellings, for instance due to converting units of accommodation from bedsits to those with shared facilities, there will be a resultant ongoing loss of income. Conversely, the provision of any new units of accommodation will generate additional rental income. Where refurbishment of schemes is carried out, then there will be an increased loss of rental income from the dwellings being void whilst those works are undertaken, although it is anticipated that this will be partially offset by tenants being decanted into existing void properties. Furthermore, it is anticipated that the void loss from a refurbished scheme would be reduced going forward, on the basis that the improved dwellings would no longer be difficult to let as they would meet customer demand. Finally, any reduction in the number of dwellings which currently receive a charge for the Community Alarm service from Helpline would have an impact upon the income levels received by Street Services.

9.4 A change in the number of units will have an impact upon the revenue Repairs & Maintenance budget, for example a reduction in dwellings would mean less gas boiler services would need to be undertaken. There is the potential that management costs could vary, if significant changes were made to the accommodation. Where works are undertaken which require the decanting of tenants, then there is the possibility that home

loss and disturbance payments will be incurred. Also, there could be a reduction in running costs incurred such as utility costs, although these costs are recovered through service charge income which subsequently could reduce. Finally, any increased investment in the housing stock resulting from this project could lead to additional borrowing costs being incurred, should the work be funded from new borrowing. However, it should be noted that the 30 year asset management strategy already includes provision for investment in the sheltered housing stock, so additional borrowing may not be required, depending on the programme and timing of works agreed.

### **Capital Implications**

- 9.5 The capital implications of the review of sheltered housing primarily revolve around the costs of any refurbishment/redevelopment work, the provision of any new units of accommodation, along with any capital receipts that may result from the disposal of schemes. As previously stated, the 30 year asset management strategy already includes a provision for investment in the sheltered housing stock, centred around providing for the conversion costs to self contained accommodation of the bedsit units. Furthermore, the cost of elements such as kitchen replacements and other improvements to improve the schemes overall are included within the asset management plan as the elements fail. Therefore, provision has already been included for a proportion of the capital investment required, although it should be recognised that bringing work elements forward may require borrowing to be undertaken in the short term, dependant on the amount of overall resources available at the time.
- 9.6 No provision has currently been made within the HRA business plan modelling (or within the asset management strategy) for whole scale redevelopments of schemes. Should this be a preferred option for some schemes, the funding of the proposals would be considered at the time. These could include the use of the borrowing headroom within the business plan, the use of capital receipts from other disposals, seeking funding from other organisations, or indeed HRA revenue balances which could be available in the future dependant on the Councils overall approach to managing the HRA debt and the provision for its repayment.
- 9.7 Under the Government's proposals for HRA Self-Financing, they have stated that they want local authorities to be able to undertake effective asset management, in particular to consider what to do with those dwellings where redevelopment might best meet local need, or whether to continue to maintain a particular dwelling given future maintenance costs etc. They have stated that the regulations governing the pooling of housing capital receipts will be updated to ensure the proposed greater freedom towards disposals will not inadvertently disadvantage any authority. They have however made it clear that any receipts from the sales of vacant land or empty homes will be retained by local authorities provided they are spent on affordable housing. This includes the repayment of HRA debt, which must be considered given any disposal will reduce the number of dwellings available to service the HRA debt, therefore a proportion of any receipt should be set-aside for this purpose. It is also clear that where consideration is given to fund any HRA investment from disposals that those receipts need to be ring-fenced to the HRA, to safeguard the viability of the HRA business plan and also to avoid the requirement to pay a proportion to the Government under the capital receipts pooling arrangements.
- 9.8 **Risks**
- 9.9 When undertaking a project where it could mean decanting tenants, there is the potential for the timescale to be extended which can lead to properties being empty for longer than originally intended, hence increasing the amount of rental income lost or incurring further costs. This can be mitigated to a certain extent by the HRA balance, which is currently

above the recommended prudent level partly with the intention of providing a safeguard for any unforeseen costs arising from this project.

- 9.10 As previously stated within the report, it is essential that any capital receipt arising from disposals is ring-fenced for use within the HRA. The reasons for this are twofold: retention within the HRA will mean we can keep 100% of the receipt, and not pay 75% to the Government as part of the pooling arrangements which otherwise would be the case. Also, consideration should be given to paying off HRA debt with a proportion of any receipt, given that the Council will lose the operating surpluses from those dwellings disposed of. To not reduce debt would place an increased risk on maintaining the ongoing financial viability of the existing stock.

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

- 10.1 .An Equality Impact Assessment has been prepared and is available to view on the Colchester Borough Council website by following this pathway from the Homepage:

[http://www.colchester.gov.uk/servedoc.asp?filename=Equality\\_Impact\\_Assessment\\_for\\_the\\_Sheltered\\_Housing\\_review.pdf](http://www.colchester.gov.uk/servedoc.asp?filename=Equality_Impact_Assessment_for_the_Sheltered_Housing_review.pdf)

## **11. Community Safety Implications**

- 11.1 There are no community safety implications

## **12. Health and Safety Implications**

- 12.1 Consideration during the process will be given to tenants' health and well being. With additional support and help given to those tenants affected by the decision, particularly where they will need to move to alternative accommodation.

## **13. Risk Management Implications**

- 13.1. As outlined above, the financial calculations are based on estimates and will be subject to change.
- 13.2. Failure to approve the recommendations will impact on the Asset Management Strategy and the Council's responsibilities' of repair and maintenance to all of its housing stock.

## **Background Papers**

The Sheltered Housing Review Report

Dispose to fund improvements	Explore alternative uses		Retain as sheltered	
	Alternative use of building or site	Change of client group	Convert bedsits to self-contained	No change/ minor improvements
Abbeygate House  Joyce Brooks House	Elfreda House  Heathfields House  Maytree Court  Plum Hall <sup>1</sup>	The Dutch Quarter	Enoch House  Britannia Court  Harrison Court  Worsnop House	The Cannons  John Lampon Court  Ivor Brown Court  Grymes Dyke Court  Fairfield Gardens  Charles Smith House  Cherry Tree  Mary Frank House  Winstree Court  Walnut Tree House  Stuart Pawsey Court  Oatfield Close  Nancy Smith Close <sup>1</sup>

<sup>1</sup> Nancy Smith Close and Plum Hall have always been treated as one sheltered housing scheme even though they occupy 2 separate buildings on the same site. They were treated as one scheme during the review. However, in terms of conclusions and recommendations different recommendations are being made for each separate building



## Indicative Financial Information – Scheme by Scheme

<b>Expenditure &amp; Income</b>	Abbeygate House	Joyce Brooks House	Harrison Court	Enoch House	Britannia Court	Worsnop House
	£000's	£000's	£000's	£000's	£000's	£000's
<b>Revenue Implications</b>						
Annual Rental Income Due (2011/12)	(67.5)	(45.6)	(67.9)	(85.2)	(35.1)	(83.1)
Annual Void Loss (2010/11)	0.9	1.6	1.9	6.2	0.4	1.3
Estimated HomeLoss Payments	122	85	108	136	56	132
Estimated Disturbance Payments ( <sup>1</sup> Based on estimated £500 per dwelling)	13	9	12	15	6	14
<b>Capital Implications</b>						
Cost of Conversion of Bedsits to Self-Contained Units	N/A	N/A	75	325	75	350
Cost of Full Scheme Refurbishment to reach the Colchester Standard	N/A	N/A	1,024	1,871	1,007	1,356
Indicative Capital Receipt if sold for alternative use — <sup>2</sup> exclusive of fees	(1,000)	(950)	N/A	N/A	N/A	N/A
Indicative Capital Receipt if sold as vacant existing use —exclusive of fees	(925)	(650)	N/A	N/A	N/A	N/A

<sup>1</sup> This payment is discretionary and dependent upon individual circumstances

<sup>2</sup> As per independent valuation as at 2009 – exclusive of fees

<b>Report of</b>	<b>Head of Resource Management</b>	<b>Author</b>	<b>Hayley McGrath 508902</b>
<b>Title</b>	<b>2010/11 Year End Review of Risk Management</b>		
<b>Wards affected</b>	Not applicable		

**This report reviews the Risk Management work undertaken for the period 1 April 2010 to 31 March 2011.**

**1. Decision(s) Required**

- 1.1 Note the risk management work undertaken during 2010/11.
- 1.2 Note the current strategic risk register.
- 1.3 Approve the proposed risk management strategy for 2011/12 and refer it to full Council for inclusion in the Council's Policy Framework.

**2. Reason for Decision(s)**

- 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 quarterly progress reports are presented to the Finance and Audit Scrutiny Panel detailing work undertaken and current issues. This report was presented to FASP on 26 July 2011 where they approved it's referral to this meeting. The minute of FASP's consideration of the report is attached as appendix 4.
- 2.3 The Risk Management Strategy is one of the key Corporate Governance documents that supports the Constitution of the Council and is within the Policy Framework. Accordingly any amendments have to be approved by full Council.

**3. Key Messages**

- The economy and cuts in public spending continue to have had a significant impact on the key risks during the year. The highest risk on the year end strategic register relates to the potential impact of future central government decisions to reduce public funding, including that of the Council's partners.
- As well as having a direct effect on resources, cuts in public spending are also influencing non-financial risk areas, such as staff motivation, as a result of implementing required savings.
- The 2009/10 Annual Governance Report, issued by the Audit Commission in September 2010, stated that "The Council has an effective risk management system that is embedded within the organisation". This is demonstrated by the 2010/11 internal audit review which gave a substantial assurance rating.

## **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 effect service provision, such as proposals to dramatically change the corporate assessment process. 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. Summary of 2010/11**

- 5.1 Effective management of risk is one of the key principles of corporate governance and the primary focus for 2010/11 has been to strengthen the links between the corporate governance framework and the risk management process. Risk Management has become a fundamental part of the management processes of the Council and there is a general understanding of it throughout the authority. However it was recognised that there was not the same level of awareness when it came to Corporate Governance. Therefore the Risk and Resilience Manager has been working with the Monitoring Officer to develop the Corporate Governance framework, which has been published on the Councils website and training has been delivered to Members and Officers.
- 5.2 There were no fundamental changes to the risk management function, or the processes used to identify and control risk, during 2010/11.
- 5.3 The internal audit of the risk management function, carried out in January 2011 gave a substantial assurance and produced two level 2 recommendations and one level 3, these related to the way that information was shown on the registers and developing an information area on the Hub. The changes to the registers have been made and the information area is being developed.

- 5.4 Detailed risk registers have been developed for Joint Museum Service and the North Essex Parking Partnership. Both services now have their own strategies and registers that are reported to the joint committees.
- 5.5 The strategic risk register has been reformatted so that the action plan for each group of risks is clearly defined.

## **6. Strategic Risk Register**

- 6.1 During 2010/11 the strategic risk register was reviewed every quarter and reported to the Finance and Audit Scrutiny Panel. During May 2011 the Performance Management Board carried out a fundamental review of the strategic risks and approved the base register for 2011/12, the current version of which is attached at appendix 1. These risks have been mapped onto a risk chart as shown at appendix 2.
- 6.2 The review has not had a significant impact on the risks and the issues relating to the uncertainties around the economic climate continue to be the highest risks.

## **7. Risk Management Strategy for 2011/12**

- 7.1 The Council's approach to managing risk was fundamentally reviewed in 2006/07 and a revised strategy was produced. A requirement within the strategy, and also of the annual audit assessment, is an annual review of the strategy 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 2011/12. The revised strategy is attached at appendix 3. There are no fundamental changes proposed to the risk process with amendments only to the areas of external review comments and work plans.

## **8. Proposals**

- 8.1 To note and comment upon the Council's progress and performance in managing risk during 2010/11 and the current strategic register and endorse the submission of the revised Risk Management Strategy 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 Publicity, Financial, Consultation, Human Rights, Equality and Diversity, Community Safety or Health and Safety implications as a result of this report.

**Quarter 2 2011/12**  
**Colchester Borough Council – Corporate Strategic Risk Register**  
**July 2011 – September 2011**

<b>1. AMBITION</b>									
Specific Risks		SCORE						Consequence	
		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 of Colchester would not be delivered thus affecting the quality of life of its residents and businesses.	
1b	Unrealistic internal and external expectations on the speed of delivery.	3	3	9				Major economic downturn in public sector resourcing over the next few years will hamper the speed of delivery across the services provided.	
1c	The Council is unable to effectively respond to changes in the Borough economy.	2	4	8	2	5	10	Poorer external assessments by independent agencies and loss of Council reputation.	
1d	Over reliance on a limited number of key personnel to deliver the ambition.	3	3	9	2	3	6	The Borough Council loses its status and influencing ability at sub-regional, regional and national levels.	

**ACTION PLAN – AMBITION**

Action	Owner	Review
Constantly challenge the ambition shown by the Council and look for new and innovative ways of delivering that ambition.	Chief Executive / Executive Directors / Heads of Service	October 2011
To make the most of Information and Communication Technology; continue the process of Fundamental Service Reviews; and concentrate on the core strategic, tactical and operational services.	Executive Management Team	October 2011
Continue internal assessment of service effectiveness and seek external assessments for continuous improvement purposes.	Senior Management Team	October 2011
Consider longer term impacts of short-term decisions in staffing reductions.	Senior Managers and Human Resources function	October 2011

2. CUSTOMERS								
Specific Risks		SCORE						Consequence
		Current			Previous			
		P	I	o	P	I	o	
2a	The increasing expectations of our customers, set alongside the financial challenges to service delivery may pose some challenges to customer excellence, service and delivery and the reputation of the authority.	4	3	12	3	3	9	The Authority fails to deliver the high standards of service and delivery which our customers expect, especially in relation to self service and the reliance on IT capabilities.

ACTION PLAN – CUSTOMERS		
Action	Owner	Timing
A programme of engagement and consultation is put in place to ensure customers are able to inform service priorities and delivery	ED Customer Excellence	October 2011

<b>3. PEOPLE</b>									
Specific Risks		SCORE						Consequence	
		Current			Previous				
		P	I	O	P	I	O		
3a	Unable to update skills at a time when we need a changing skill set to deliver in a different economic climate	3	3	9				Decline in service performance	
3b	Failure to sustain adequate resource to support Training and Development because of the financial situation	3	3	9				Disengaged and demotivated staff	
3c	Declining number of staff affects our capacity and impacts on our ambitions	3	4	12				Efficiency and productivity reduction	
3d	Failure to provide effective and visible political and managerial leadership.	3	3	9				Inability to meet changing requirements and needs	
3e	Staff motivation declines with impact of fundamental service reviews and implementation of other budget efficiencies	4	4	16				Customer perceptions decline as we deliver less	
								Loss of key staff	

<b>ACTION PLAN – PEOPLE</b>		
Action	Owner	Timing
Ensure effective communications strategy around budget implications with staff	ED People & Performance	October 2011
Ensure people strategy is updated to reflect changing needs as appropriate	ED People & Performance	October 2011
Continue to recognise the importance of training and development budgets and use more innovative methods to keep skills up to date	ED People & Performance	October 2011
Ensure performance management process is effectively implemented and monitored to include development needs and plans	ED People & Performance	October 2011
Active promotion and use of Colchester Learning Managers programme and development to meet evolving needs	ED People & Performance	October 2011
Ensure outcomes of fundamental service reviews reflect training and development needs to support changes in services.	ED Customer Excellence	October 2011

#### 4. HORIZON SCANNING

Specific Risks	SCORE						Consequence	
	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.
4b	Not taking or creating opportunities to maximize the efficient delivery of services through shared provision, partnerships or commercial delivery	4	3	12				Adverse impact on local residents / resources.  Missed opportunities to boost local economy.
4c	Failure by the Council to spot / influence at an early stage the direction of Central Government policies / new legislation.	3	3	9	2	3	6	Conflict between Council / Government agendas.  Reduction in levels of service provision and potential withdrawal of services.
4d	Potential impact of future central government decisions to reduce public funding, including that of our partners	4	5	20	3	5	15	

#### ACTION PLAN – HORIZON SCANNING

Action	Owner	Timing
Ensure organisational readiness to respond to external challenges through the Way We Work programme strands: - People - Transformation - Customer Excellence - Leadership of Place	EMT	October 2011
Supported by a robust Medium term Financial strategy and organisational development strategy.	EMT	October 2011
Continuous review of strategies and policies to reflect changing context.	EMT	October 2011
The budget situation is under constant review, including the impact of decisions from central government. Additional actions and areas for spending reviews are being identified.	EMT	October 2011



5. PARTNERSHIPS										
Specific Risks		SCORE						Consequence		
		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, RCE, Serco, CBH	4	3	12						The cost of service delivery is increased however quality decreases.  Failure to deliver key priorities.  Reputational and financial loss by the Authority.  Failure to deliver expected outcomes through partnerships
5b	Change of direction / policy within key partner organisations and they revise input / withdraw from projects.	3	3	9	3	2	6			Requirement to repay external funding granted to partnership – taking on the liabilities of the ‘withdrawn’ partner.  External assessment of the Councils partnerships are critical and score poorly.
5c	Potential inability to agree shared outcomes/ agendas with partners and the Council’s ability to influence partner’s performance.	3	3	9	3	2	6			

ACTION PLAN – PARTNERSHIPS		
Action	Owner	Timing
Assess proposed strategic partnerships to ensure that they will satisfy the Council’s objectives before commitment to new partnerships is made.	EMT	October 2011
Define a relationship / performance management process for partnerships	ED People & Performance	October 2011
Ensure that there is a mechanism to review partnerships and assess the value added.	ED People & Performance ED Leadership of Place	October 2011

6. ASSETS & RESOURCES									
Specific Risks		SCORE						Consequence	
		Current			Previous				
		P	I	O	P	I	O		
6a	Failure to protect public funds and resources – ineffective probity / monitoring systems	2	4	8	2	5	10	Service delivery failure Financial and reputational loss by the Authority	
6b	Risk that Asset Management is not fully linked to strategic priorities and not supported by appropriate resources	3	4	12				Personal liability of Officers and Members. Legal actions against the Council	
6c	Inability to deliver the budget strategy in the current economic climate	3	5	15				Loss of stakeholder confidence in the Borough Inability to sustain costs	
6d	Failure to set aside sufficient capital funds for strategic priorities	3	4	12	3	2	6	Failure to deliver a balanced budget Required to use Reserves & Resources to fund services and capital priorities Severe impact on cash-flow leading to negative effect on performance targets	

ACTION PLAN – ASSETS & RESOURCES		
Action	Owner	Timing
Ensure that there is a robust system of internal control that encompasses all assurance systems 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	EMT / Head of Resource Management	There is cycle of reviewing and reporting including internal Audit, Risk management and the AGS Review October 2011
Continue to ensure that the budget monitoring process is reflective of finances across the whole Council not just individual service areas	Head of Resource Management	Regular reporting to PMB. & FASP. Review October 2011
Develop the annual budget strategy to ensure it has controls built in to be able to respond to changes in the strategic objectives and is innovative to reflect the current climate and emerging options	Head of Resource Management	Annual exercise. Council approves budget in Feb 2011
Review the medium term financial outlook and capital programme processes to ensure they are kept up to date and realistic	Head of Resource Management	MTFS is part of the budget strategy & considered during the process. Capital programme reported to FASP quarterly Review January

<b>SCORE DEFINITIONS</b>	<b>1 Very Low</b>	<b>2 Low</b>	<b>3 Medium</b>	<b>4 High</b>	<b>5 Very High</b>
<b>Impact</b>	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
<b>Probability</b>	10% May happen – unlikely	10 -25% Possible	26 – 50% Could easily happen	51 – 75% Very likely to happen	Over 75% Consider as certain

RISK MATRIX QTR 2 2011/12

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance Line

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

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## **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**

The first Risk Management Strategy was adopted by the Council in September 2003 and incorporated in the Council's policy framework. This introduced the concept of risk and identified the process 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 regeneration 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.

The Audit Commission, in their 2009/10 Annual Governance Report stated that "The Council has an effective risk management system that is embedded within the organisation".

This is an endorsement that we have devised a practical and workable approach to managing risk. This has resulted in the Council becoming more risk aware and actually taking more risks, as demonstrated by the comprehensive risk register for the renaissance projects. Colchester is also highly regarded for managing risk by both our insurers and other authorities.

The 2010/11 internal audit of risk management gave a substantial assurance opinion. Some recommendations were raised during this audit and these mainly related to how the information was shown on the 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 D 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 & ICT** – Lead member for the risk management process

**Finance & Audit Scrutiny Panel (FASP)** – 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.

**Executive Director – People & Performance** – Lead officer for the risk management process, demonstrating commitment to manage risk

**Head Of Resource Management** – 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 and is therefore one of the Use of Resources Key Lines of Enquiry. The Risk Management function was assessed at level 3 in 2008/09. The objectives outlined above have been set to ensure that the function can maintain this assessment level. Currently, however, the Use of Resources assessment has been discontinued 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 F.A.S.P. every quarter.

## **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.
- Creation of an annual 'Action Plan' that details particular areas of development for the coming year, including details of the value added and how they will be embedded.

## REVIEW

To ensure that the risk management process is effective it will need to be measured and reported to P.M.B., F.A.S.P. & 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 – The 2007 Use of Resources Criteria for Risk Management

Appendix 4 – CIPFA guidance on Risk Management Responsibilities

## APPENDIX A

### 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 B

### 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 needs to be reviewed on a quarterly basis by P.M.B.
- Six monthly review of the operational risk registers and a summary report of these reviews to P.M.B.
- A six monthly report needs to be provided to Committee (F.A.S.P.) 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., FASP 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:

	<b>Service's</b>	<b>P.M.B.</b>	<b>F.A.S.P.</b>	<b>Cabinet</b>
<b>Quarterly</b>		Review of strategic risk register		
<b>6 Monthly</b>	Review of operational risk register	Summary of operational review from services	Progress report of strategic & high level operational risks	
<b>Yearly</b>		Scrutiny of annual progress report to cttee on R.M. & action plan for coming year.	Endorsement of annual progress report on R.M. & action plan for coming year	Summary of past years work on R.M. and agreement of action plan for the coming year.

## Appendix C

# Audit Commission Key Line of Enquiry Criteria

<b>4. INTERNAL CONTROL</b>		
<b>How well does the council's internal control environment enable it to manage its significant business risks?</b>		
<b>Key line of enquiry</b>		
4.1 The council manages its significant business risks		
<b>Audit Focus</b>		
Evidence that: the council has a risk management process in place the risk management system covers partnership working		
<b>Criteria for Judgement</b>		
<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<p>* The council has adopted a risk management strategy/policy that has been approved by members.</p> <p>* The risk management strategy/policy requires the council to:</p> <ul style="list-style-type: none"> <li>• identify corporate and operational risks</li> <li>• assess the risks for likelihood and impact</li> <li>• identify mitigating controls</li> <li>• allocate responsibility for the mitigating controls.</li> </ul> <p>* The council maintains and reviews a register of its corporate business risks linking them to strategic business objectives and assigns named individuals to lead on the actions identified to mitigate each risk.</p> <p>* Member responsibility for corporate risk management is identified in the terms of reference of one or more committees as appropriate.</p> <p>* Reports to support strategic policy decisions, and project initiation documents, include a risk assessment.</p>	<p>1.1.2</p> <p>* The risk management process is reviewed and updated at least annually.</p> <p>* The risk management process specifically considers risks in relation to significant partnerships and provides for assurances to be obtained about the management of those risks.</p> <p>* All appropriate staff are given relevant training and guidance to enable them to take responsibility for managing risk within their own working environment.</p> <p>* The members with specific responsibility for risk management have received risk management awareness training.</p> <p>* Members with responsibility for corporate risk management receive reports on a regular basis and take appropriate action to ensure that corporate business risks are being identified and effectively managed, including reporting to full council as appropriate.</p>	<p>* A senior officer and member jointly champion and take responsibility for embedding risk management throughout the council.</p> <p>* The council can demonstrate that it has embedded risk management in its business processes, including:</p> <ul style="list-style-type: none"> <li>• strategic planning</li> <li>• financial planning</li> <li>• policy making and review</li> <li>• performance management</li> </ul> <p>* All members receive risk management awareness training appropriate to their needs and responsibilities</p> <p>* The council considers the opportunity side of innovative and challenging projects.</p> <p>* Reports to support strategic policy decisions, and initiation documents for all major projects, require a risk assessment including sustainability impact appraisal.</p>

## Appendix D 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.
<b>Members</b>	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 .
<b>Risk Management Team</b>	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	
<b>Senior Management Team</b>	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.
<b>Head of Resource Management</b>	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.
<b>Service Managers / G.M.T'ss</b>		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	
<b>Employees, contractors And partners</b>		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.	

**Extract from the minutes of the Finance and Audit Scrutiny Panel meeting on 26 July 2011**

**11. 2010/11 Year End Review of Risk Management**

Ms. Hayley McGrath, Risk and Resilience Manager introduced the report on the 2010-11 Year end review of Risk Management, which reviewed significant areas of risk management and corporate governance, plus the risks for policies and procedures for the Council's joint partnerships, e.g. Colchester and Ipswich Joint Management Committee and the North Essex Parking Partnership.

Ms. McGrath said this had been a good year, with the risk process embedded in the Council's culture. The draft 2011 Risk Management Strategy, with some minor changes to the wording from 2010, was included within the appendices to the report, and this would be submitted to Cabinet for approval.

In response to Councillor Feltham, Ms. McGrath said since the introduction of the strategy in 2003 it had developed beyond all recognition. Risks are still taken, but the process is more calculated with officers having a greater understanding of the management of risk. Ms. Wain, Executive Director, said an example of a large risk was the Fundamental Service Reviews (FSR), showing significant savings, but with a smaller number of staff there was a calculated risk. The risk process however enabled officers to have the appropriate level of confidence that the service would still be delivered successfully. In respect of the specific risk 3f 'staff motivation declines with the impact of FSR and implementation of other budget efficiencies', Ms. Wain said that as was mentioned on a previous occasion, staff remained positive about FSR and the 2010 'Best Council' staff survey had produced a marginal improvement in previous year's results. Management organise regular staff performance meetings and it is recognised that there is more pressure on staff. The public's perception of staff given the national publicity on public sector remuneration is evident, and the up and coming survey in August / September will be a good measure of staff morale.

Ms. Wain responded to Councillor Willetts on where specific risks had not been identified, saying a supplier of a small but fundamentally important piece of Council software had recently gone into liquidation, endangering the support of this system. A good relationship with the company had provided the Council with some forewarning and enabled officers to address the problem. This had however highlighted the need to revisit a whole host of small supplier risks in a different way.

*RESOLVED* that the Panel considered and noted the risk management work undertaken during 2010/11, the current strategic risk register and proposed risk management strategy for 2011/12, to be reported to Cabinet.





## Accounts & Regulatory Committee

Item

8

18 October 2011

<b>Report of</b>	<b>Head of Corporate Management</b>	<b>Author</b>	<b>Sarah Cheek</b>
<b>Title</b>	<b>Review of Polling Districts and Polling Places</b>		
<b>Wards affected</b>	All wards of Colchester Borough Council		

**This report concerns a statutory review of all polling district and polling places.**

### 1. Decision(s) Required

- 1.1 To consider the proposed changes to polling districts and polling places following a consultation period. This decision will be passed to full council for approval.

### 2. Reasons for Decision(s)

- 2.1 Section 16 of The Electoral Administration Act 2006 (EAA 2006) requires every relevant authority to have undertaken and completed a review of all polling districts and polling places in its area by 31 December 2007. Following the first review, the relevant authority must then complete a further review before the end of the period of four years, in effect this means by the 31 December 2011. In reality this need to be completed by the 1 December 2011 so any changes can be included in the new electoral register.

### 3. Alternative Options

- 3.1 This review is a statutory requirement.

### 4. Supporting Information

- 4.1 On the 1<sup>st</sup> August 2011, Colchester Borough Council announced a review of polling district and places was to take place and so began the start of a consultation period.

The EEA 2006 requires that the relevant authority actively seeks representations from:

- a) The Returning Officer for the areas of the constituencies that fall within the authority.
- b) Any person as it thinks has expertise in relation to access to premises or facilities for persons who have different disabilities.
- c) Any electors in the constituency.

- 4.2 In conducting this review the council must have, as far as practicable, regard to the criteria set out in the legislation and must seek to ensure that all electors in the constituency have reasonable facilities for voting as are practical in the circumstances. Also, they must ensure that wherever possible the polling place is accessible to all electors, including those who are disabled, when designating the polling station. Consideration must be given to the requirement that each polling district should have a

polling place in the defined area and within the ward except in exceptional circumstances.

## **5. Proposals**

5.1 For many of the ward it is felt that no change is required as the existing voting arrangements provide satisfactory facilities for electors and are practical in the circumstances for the area.

### **5.2 Polling Districts**

It is proposed that all but nine wards will remain unchanged by the polling district boundary changes. These are Berechurch, Castle, Christchurch, Marks Tey, New Town, Prettygate and St Andrews, St Johns and Wivenhoe Quay ward (see Appendix B).

### **5.3 Polling Places**

It is proposed that one polling place will be changed but this will utilise an existing polling station. This will be Copford and West Stanway (see Appendix B).

## **6. Strategic Plan References**

6.1 There are no particular references to the Strategic Plan, financial or risk management implications.

## **7. Consultation**

7.1 The Returning Officers for the constituencies within Colchester Borough are proposing to, on the whole, keep the existing arrangements and only make changes where circumstances require. The requirements set out in the legislation will still be followed. There were no comments from any member of the public or local access groups. Eighteen responses have been received, see appendix A

## **8. Publicity Considerations**

8.1 During the 30 day period of consultation, maps, current polling district and elector numbers as well as any other relevant information was available for public inspection, along with details listed on the council's website.

8.2 Upon conclusion of the review, any elector who is affected with a change in polling station will be contacted and the new polling location explained.

8.3 The final schedule of polling districts and polling places will be available for public inspection and details listed on the council's website.

## **9. Financial Implications**

9.1 There are no financial consequences arising from this report for the Borough Council

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

10.1 An Equality Impact Assessment has been completed and is available on the Council's website:

## **11. Community Safety Implications**

11.1 There are no community safety implications.

## **12. Health and Safety Implications**

12.1 There are no health and safety implications associated with this decision.

## **13. Risk Management Implications**

13.1 There are no risk management implications.

## **Background Papers**

Appendix A Response to consultation

Appendix B Draft recommendations to polling District and Polling Places

Appendix C Maps showing recommended boundary changes.

## Responses to Consultation

Cllr Elizabeth Blundell	Marks Tey - Happy with the proposal to combine GO & GP and to make Marks Tey Parish Hall the only polling station.
Chris Butler	<p>When Councils are being forced to make cut backs there is possibly a justification for significantly reducing polling station numbers particularly with the rise in postal votes.</p> <p>Berechurch -Incorporate AB with AC whilst still transferring the suggested roads.</p> <p>Castle -Combine AF except for east of Queens Street with AG and the remainder with AE.</p> <p>Christchurch -Compact ward and could easily be reduced to one polling station- probably Hamilton School.</p> <p>Copford &amp; West Stanway -Combining polling district GL with GM</p> <p>East Donyland -Polling district EC is close to AD in Berechurch. Whilst electors would be voting outside of the ward having two polling stations so close appear superfluous. Recommend using on polling station for both AE &amp; EC.</p> <p>Harbour -Compact ward AL &amp; AM could be disbanded and all electors vote at the Old Heat Community Centre.</p> <p>Highwood -Agree with the proposals.</p> <p>Lexden -Polling stations AR &amp; AS are particularly close. Propose merge AR with AS.</p> <p>Marks Tey -Agree with proposals.</p> <p>Mile End -Disband AV polling district and incorporate into AX.</p> <p>New Town -Propose disbanding AY and moving to AZ. Disband BA and incorporate with BB and disband BD and incorporate BC. This halves number of stations without leaving any elector more than 10 minutes walk.</p> <p>Prettygate -Understands the rational behind proposed changes but that leaves two polling stations within a couple of hundred yards from each other. Suggest merging BF &amp; BG.</p> <p>St Andrews -Merge BK and BL for simplicity. BM try to find alternative polling station further south as there is historical low turnout from Lighthouse Way, Hawkins Road.</p> <p>St Annes -Transfer BO into BN and BP</p> <p>St Johns - I agree with proposals.</p>
Cllr Nigel Chapman	Fordham & Stour - Happy with the current arrangements.
Cllr Peter Chillingworth	Great Tey - Recommend all areas within Gt Tey remain the same as all are long standing and are all suitable
Cllr Barry Cook	St Annes - All electors are familiar with the current St Annes Polling stations and their location and see no reason to change the polling districts or stations.
Cllr Christopher Garnett	Dedham & Langham - Neither Dedham or Langham have any problems with the present polling stations
Cllr Dave Harris	Berechurch - Confirmed is happy with the initial proposed changes of moving a limited number of streets to equalise the elector numbers
Cllr Theresa Higgins	New Town - A request that the numbers of polling stations in the New Town ward are reduced. With consideration being given to combining the polling districts of St Johns Green and West New

	Town, the Wilson Marriage and Hythe and Canterbury road with Winsley Square
Cllr Mike Hogg	St Annes - No reason to alter the boundaries or polling station at the present time.
Cllr Michael Lilley	East Donyland - Confirm the he is happy with the current arrangements.
Cllr Jackie MacLean	Copford & West Stanway - Sure that Stanway ward could reduce the number of polling stations to two
Cllr Jon Manning	Wivenhoe Cross - Happy with the current arrangements in Wivenhoe Cross but would like consideration to be given to allowing elector to vote at Broomfield School as for many of the electors within Wivenhoe Quay this would be the nearer polling station. Would also like consideration to be given to a large section of electors near the University Quay have to travel a large distance to Forest Road and would benefit from using another polling station such as the Hythe Community Centre.
Cllr Nigel Offen	Shrub End - Residents complain that they have a 30 min walk to their polling station. However there is a polling station in Berechurch ward 5 min away and they would prefer to go there. Turnout from this area appears to be low and the problem may be accessibility.
Cllr Ann Quarrie	Wivenhoe Quay - Would like consideration to be given to allowing elector in the north of Wivenhoe Quay to vote at Broomfield School as for many of the electors this would be the nearer polling station.
Cllr Paul Smith	St Johns - Request that Friars Grove and Parsons Heath polling districts are combined to make the arrangements In the polling station more flexible.
Cllr Henry Spyvee	Castle - After discussion with colleagues the following observations were made - Transfer Rotary Way, Sheepen Place and Sheepen Road currently in AE to AH. Polling station would be nearer and electors would not need to climb North Hill, many commuters pass Belle Vue polling station on their way to work.
Cllr Tim Young	St Andrews - Confirm that the Councillors for St Andrews are happy with the current arrangements.
Cllr Julie Young	St Andrews - Would like to see Status quo for St Andrews Ward

## Polling District Boundary Changes

### Berechurch Ward

***Move the following roads from AC (polling district Mersea Road) to AD (polling district Blackheath)***

***Agnes Silverside Close, Berechurch Hall Road, Gryps Close, James Gore Drive, James Parnell Drive, John Hammond Close, John Mace Road***

The movement of these roads will help to alleviate the imbalance in elector numbers for the two wards and allow for possible future development in AC.

Consideration has been given to combining AC and AD but it would increase the number of electors using one polling station to an unacceptable level.

### Birch & Winstree Ward

***No Proposed change***

### Castle Ward

***Move Sheepen Place, Sheepen Road and Rotary Way from AE (polling district Jumbo) to AH (polling district Cowdray Avenue)***

The movement of these roads into the adjoining polling district will make the polling station more accessible and convenient for the elector.

Consideration has been given to the disbanding of polling district AF but geographically this would not benefit the elector. It is felt that a town centre polling station is still needed. There are also concerns that the polling station in AE and AG would not be suitable to take on additional electors.

### Christchurch Ward

***Move the following roads into AK (polling district Hamilton Road)***

***Beaconsfield Avenue, Burlington Avenue, Alexandra Road, Alexandra Terrace, Part of Butt Road and East side of Maldon Road***

***Move the following roads into AJ (polling district Christchurch)***

***The Avenue, Beverley Road, Gray Road, Hospital Road, Keble Close, Lexden Road, part Maldon Road, Oxford Road, part Queens Road, Silvanus Close, Wellesley Road and West Lodge Road***

The movement of these roads would effectively dissolve the current polling district AI, making only two polling districts in Christchurch ward.

Consideration has been given to the possible proposed development in this ward which could increase the elector numbers considerably but it is felt that at this stage there is not a significant change. This will be kept under review.

**Copford and West Stanway Ward**

***Change the polling place for GL (polling district West Stanway) to the neighbouring polling district GM (polling district Copford)***

Although the requirement is to have a polling station in every polling district, except in exceptional circumstances, due to the number of electors and the unsuitability of the current polling station it is felt that this is an acceptable departure.

Consideration must be given to possible development in this area and should be kept under review.

**Dedham & Langham Ward**

***No Proposed change***

**East Donyland Ward**

***No Proposed change***

**Fordham & Stour Ward**

***No Proposed change***

**Gt Tey Ward**

***No Proposed change***

**Harbour Ward**

***No Proposed change***

**Highwoods Ward**

***No Proposed change***

**Lexden Ward**

***No Proposed change***

**Marks Tey Ward**

***To combine polling district GO (polling district Marks Tey North-West) and GP (polling district Marks Tey South-East)***

The combining of the two polling districts and only using Marks Tey Parish Hall as the polling station will alleviate the issues of the use of a portacabin at St Andrews Primary School. The use of this polling station is still convenient to all electors.

### **Mile End Ward**

***No Proposed Changes***

### **New Town Ward**

***To combine polling districts AY (polling district St Johns Green) with AZ (polling district West New Town) and BA (polling district Wilson Marriage) with BB (polling district Hythe Community Centre)***

The combining of the polling district will improve the administration of the polling districts.

### **Prettygate Ward**

***Move the following roads from BF (polling district West Prettygate) into BG (polling district James Carter)***

***Baden Powell Drive Brownsea Way, Gilwell Park Close, Greystones Close, 6 – 110 King Harold Road, Redmill, Rowallan Close, 161a - 205a Shrub End Road Somers Road part 304 – 366 Straight Road Sutton Park Avenue Sutton Park Avenue***

***Move the following road from BG (polling district James Carter) into BF (polling district West Prettygate)***

### ***261-311 Straight Road***

This will correct the imbalance of electors to the polling district and alleviate the problem that have arisen regarding the convenience and suitability of the polling station for the entire electorate.

Consideration has been given to combining these polling districts, as the polling stations are close together, but it was felt that neither station would be able to take the increase in number of electors.

### **Pyefleet Ward**

***No proposed changes.***

### **St Andrews Ward**

***Combine polling district BK (polling district Sycamore Road) and BL (polling district Hawthorne Avenue)***



This polling place holds two polling stations in one building. This would allow the electoral imbalance in the two stations to be divided more evenly.

**St Annes Ward**

*No proposed changes.*

**St Johns Ward**

***Combine polling districts BT (Parsons Heath) and BS Friars Grove Frairs Grove Primary School.***

Combining the two polling district will resolve the problem of the elector's in BT voting outside of the ward, this will also assist with the flow of the electors in the polling station.

**Shrub End Ward**

*No proposed changes.*

**Stanway Ward**

*No proposed changes.*

**Tiptree Ward**

*No proposed changes.*

**West Bergholt & Eight Ash Green**

*No proposed changes.*

**West Merea Ward**

*No proposed changes.*

**Wivenhoe Cross Ward**

*. No proposed changes.*

**Wivenhoe Quay Ward**

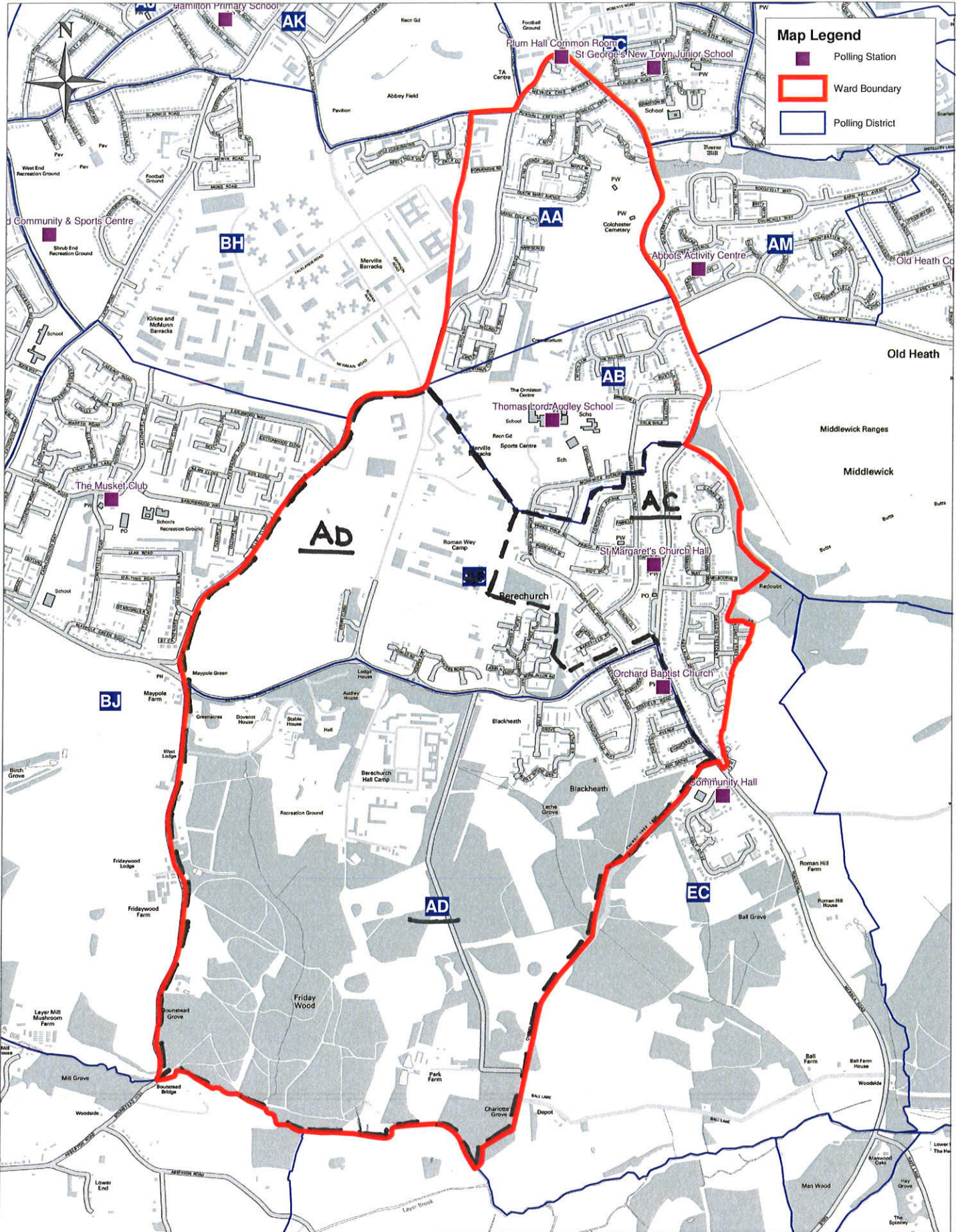
***Create two polling districts in the Wivenhoe Quay Ward.***

The Electoral Administration Act 2006 requires that each polling district should have its own polling place within the ward, unless there are exceptional circumstances. Having looked at the area in question, and feeling that this area requires a more accessible and convenient polling station, this would be an acceptable departure from this rule. The electors in the remainder of the ward would still vote at the William Loveless Hall.

--- PROPOSED  
NEW BOUNDARY



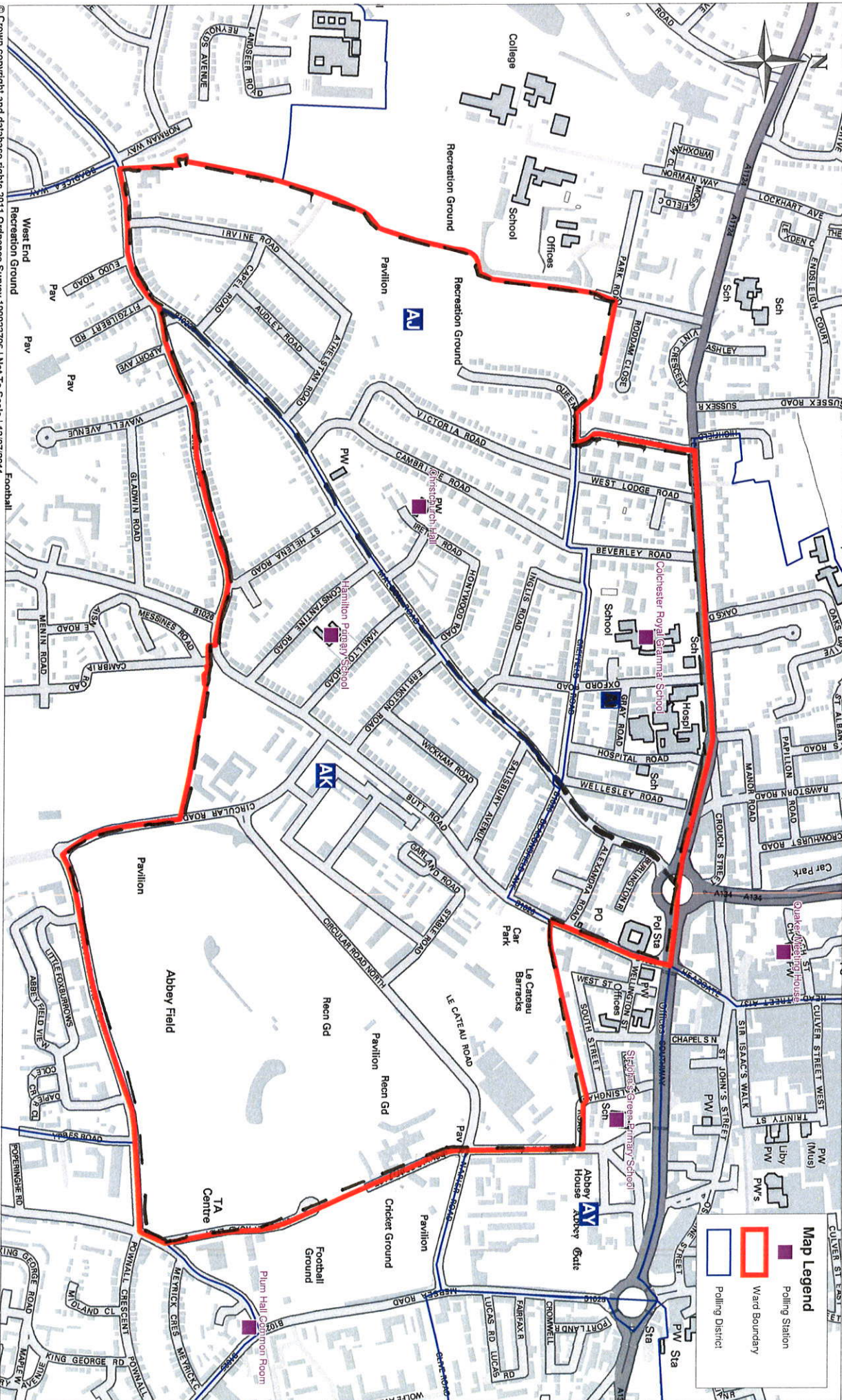
# Berechurch Ward





# Christ Church Ward

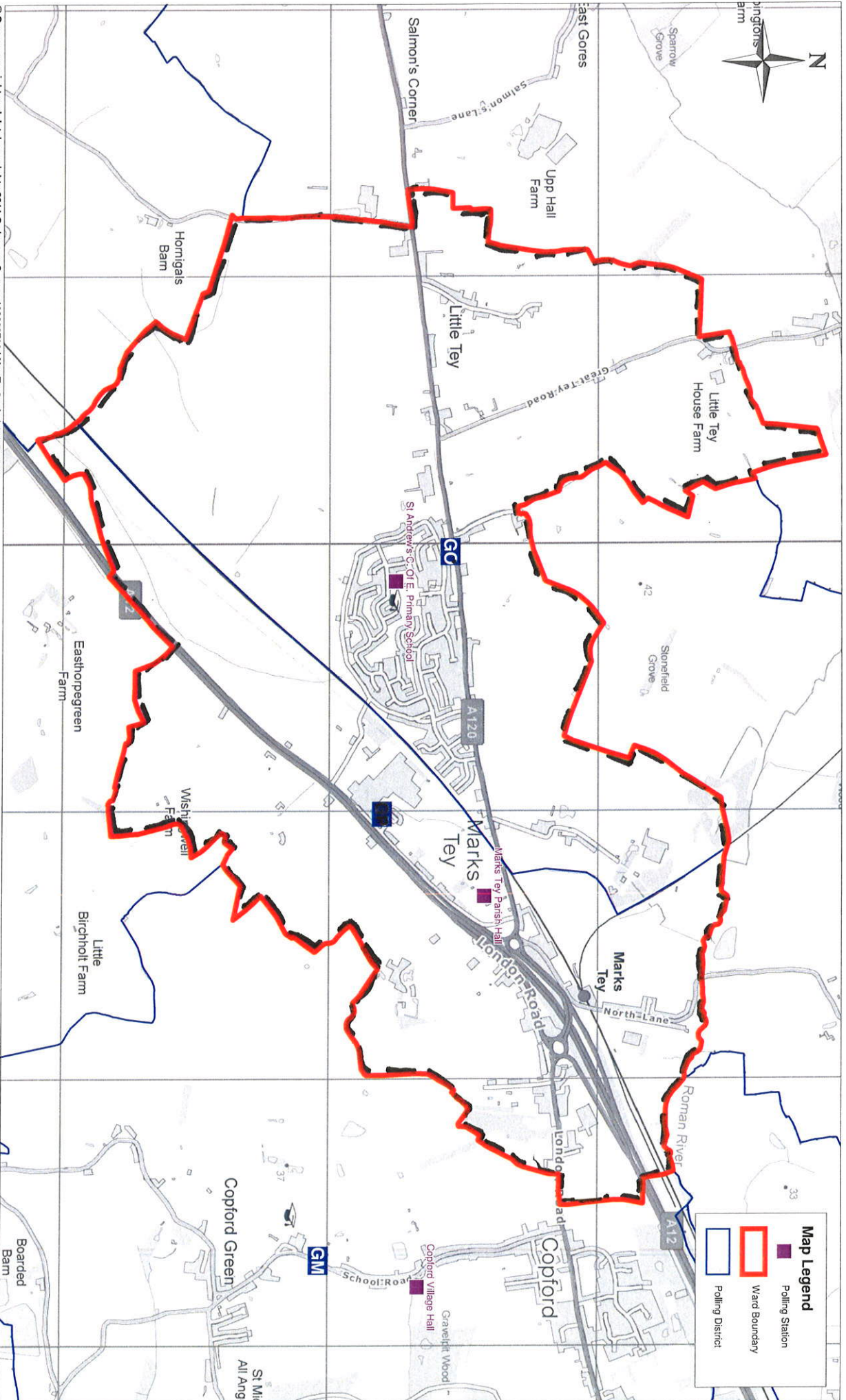
--- PROPOSED NEW  
BOUNDARY



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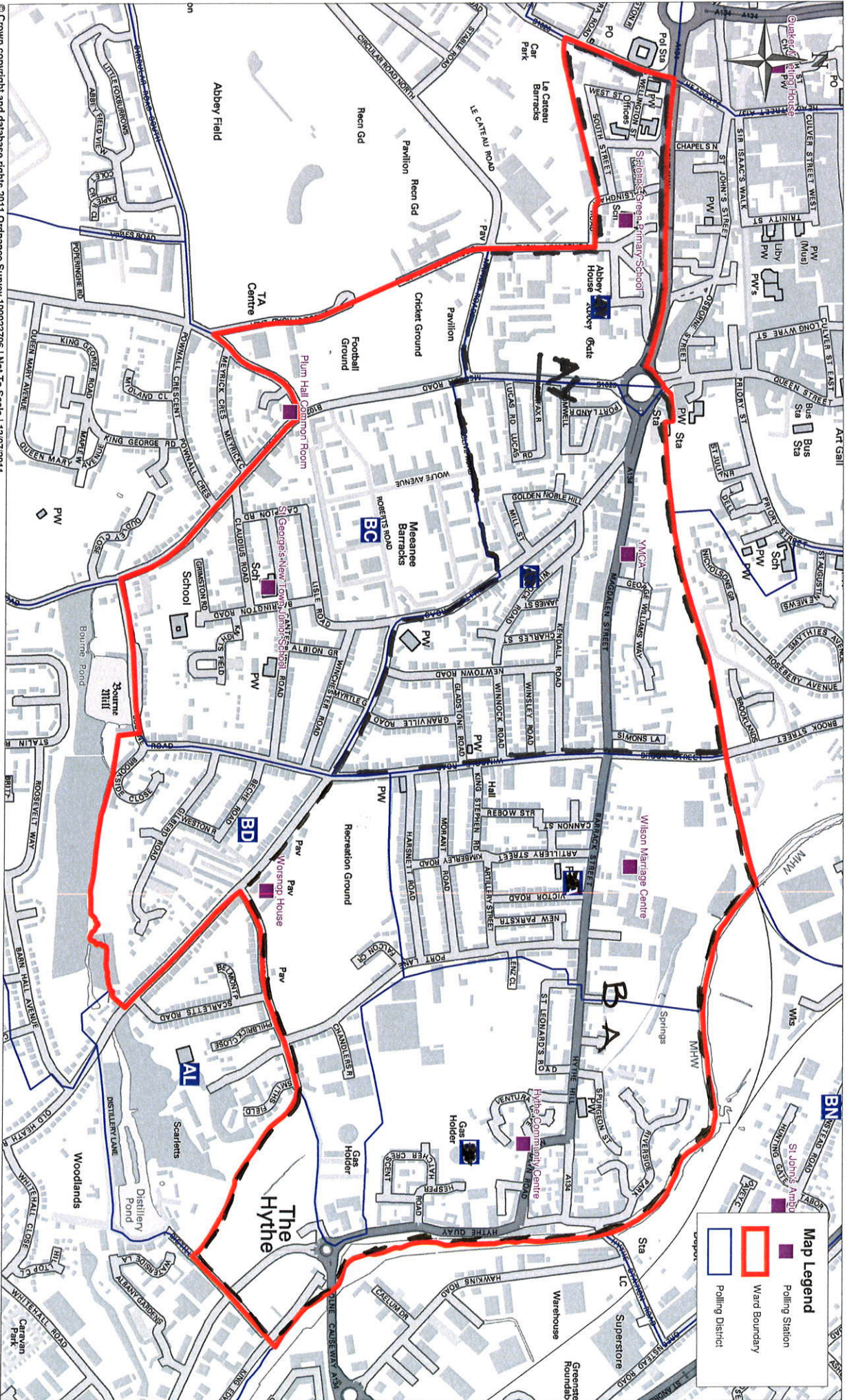
# Marks Tey Ward

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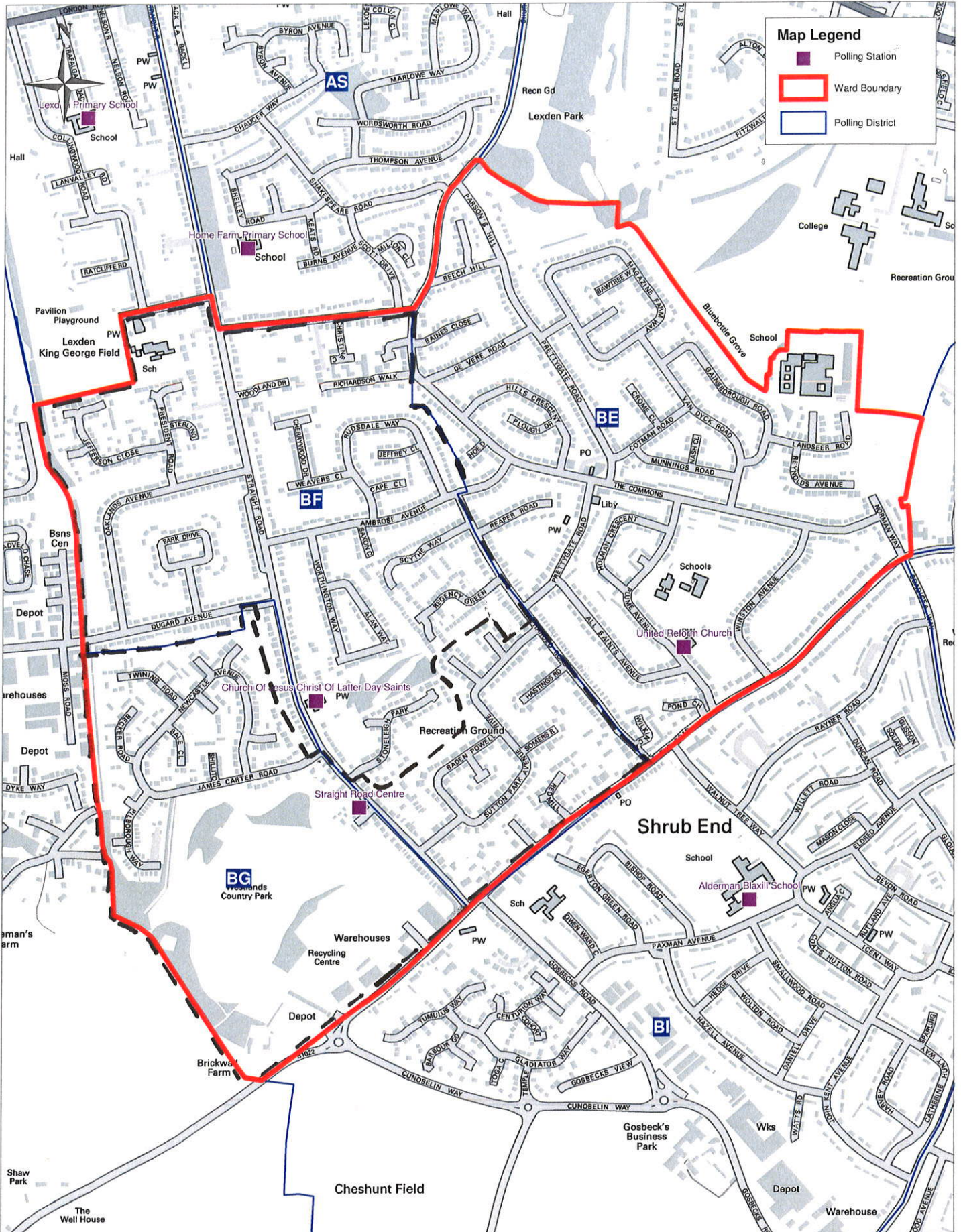
# NEW TOWN WARD

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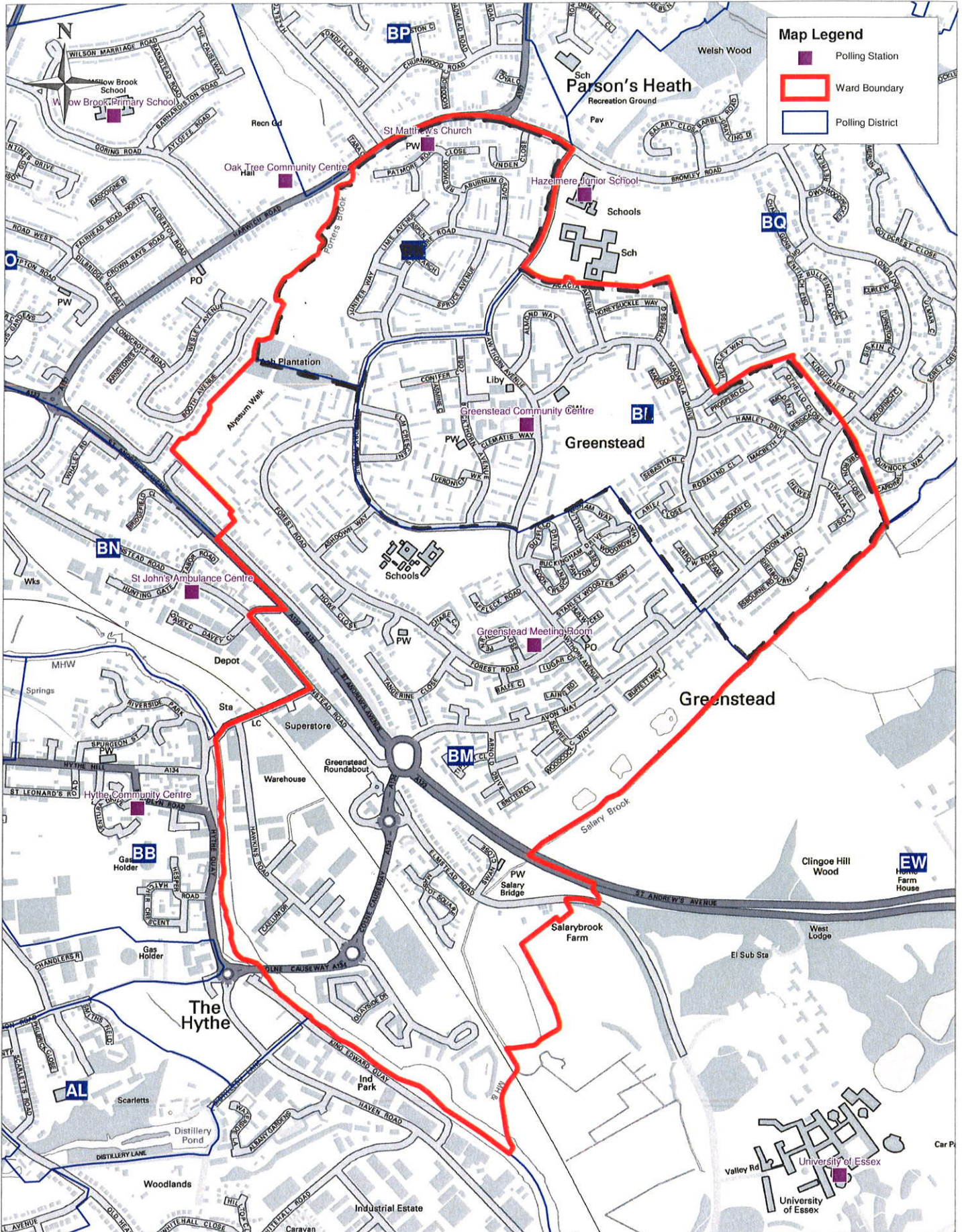
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# Prettygate Ward



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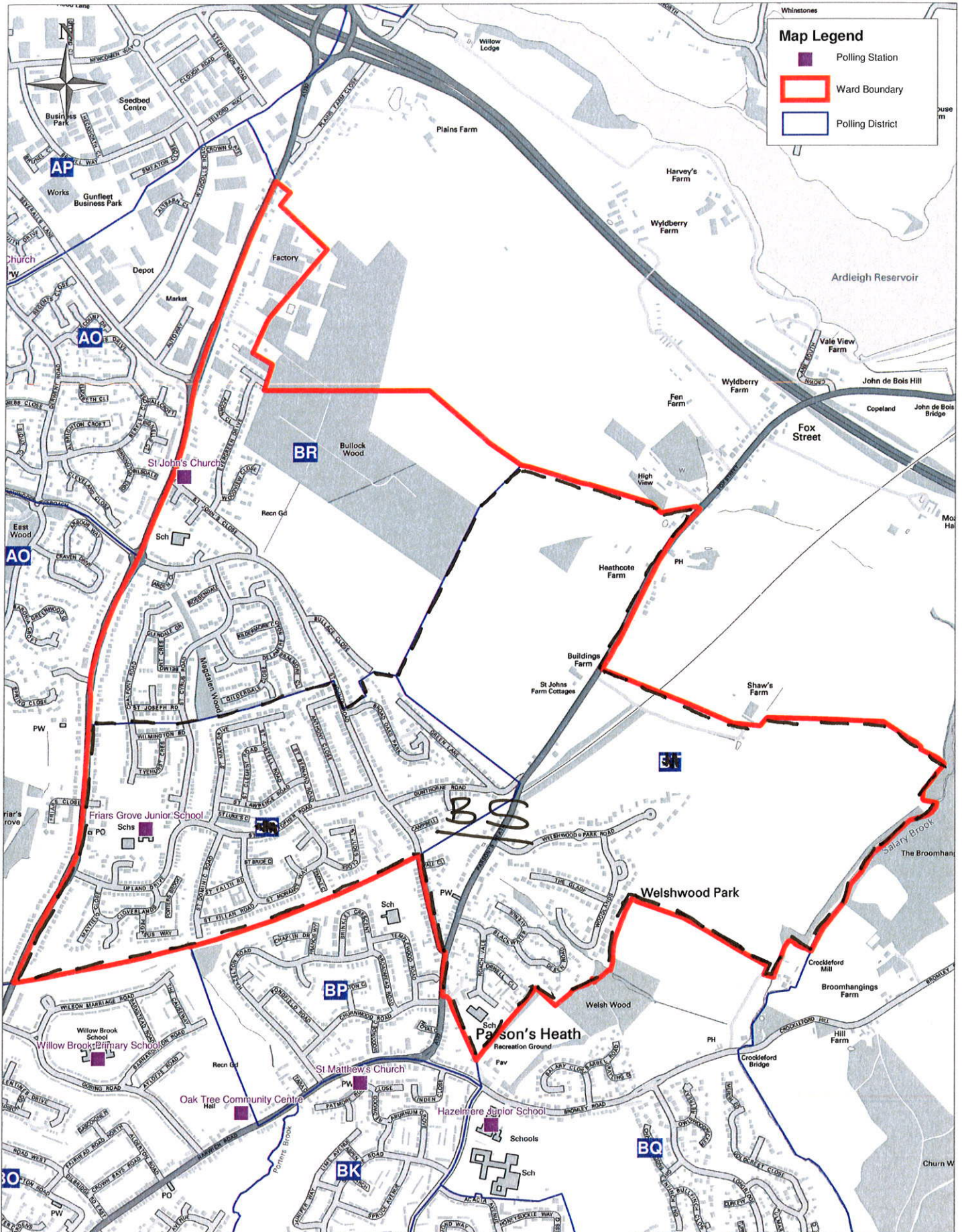
# St Andrew's Ward





--- PROPOSED  
NEW BOUNDARY

# St John's Ward



--- -- PROPOSED NEW BOUNDARY

# Wivenhoe Quay Ward

