

Strategic Overview and Scrutiny Panel

Grand Jury Room, Town Hall
7 June 2011 at 6.00pm

The Strategic Overview and Scrutiny Panel look at policies and strategies from a borough-wide perspective and ensure the actions of the Cabinet accord with the policies and budget of the Council. The Panel reviews corporate strategies within the Council's Strategic Plan, overviews Council partnerships, considers the Council's budgetary guidelines for the forthcoming year, and scrutinises Cabinet decisions or Cabinet Member decisions (with delegated power) which have been called in.

Information for Members of the Public

Access to information and meetings

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

Have Your Say!

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

Private Sessions

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

Mobile phones, pagers, cameras, audio recorders

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

Access

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

Facilities

Toilets with lift access, if required, are located on each floor of the Town Hall. A vending machine selling hot and cold drinks is located on the first floor and ground floor.

Evacuation Procedures

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

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

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

www.colchester.gov.uk

Terms of Reference (but not limited to)

1. To review corporate strategies and strategic partnerships to ensure the actions of the Cabinet and Portfolio Holders accord with the policies and budget of the Council.
2. To monitor and scrutinise the financial performance of the Council, and make recommendations to the Cabinet particularly in relation to annual revenue and capital guidelines, bids and submissions.
3. To link the Council's spending proposals to the policy priorities and review progress towards achieving those priorities against the Strategic / Action Plans.
4. To scrutinise executive decisions made by Cabinet or Cabinet Member, the East Essex Area Waste Management Joint Committee, the Colchester and Ipswich Joint Museums Committee and the North Essex Parking Partnership (decisions relating to off-street parking only) which have been made but not implemented, and referred to the Panel through call-in.
5. To monitor the Council's operational performance in relation to the Strategic Plan and Performance Indicators, and the Cabinet's performance in relation to the Forward Plan.
7. The panel will be the appropriate route for any member to refer a 'local government matter' in the context of Councillor Call for Action.

Process for Councillor Call for Action

Councillors have the ability to call for debate and discussion a topic of neighbourhood concern, limited to issues affecting a single ward, in an attempt to bring about specific solutions for local problems, without going through the Council's executive decision making process.

Members may not call for debate matters relating to a planning or licensing decision, an individual complaint or where a right of recourse to a review or right of appeal is already provided for in law. Examples of where a member can bring an action to the panel's attention are poor service performance or increased anti-social behaviour.

The panel may reject a request as not within the guidance or where they consider the usual channels have not been exhausted, or accept that an investigation is the appropriate action.

The panel may conduct an investigation in the usual scrutiny manner and a report with recommendations will be compiled and brought to the Council or partners attention, with the Council or partners having a duty to respond. The panel will consider and publish the responses to their recommendations and feed back this information to the Councillor requesting the action.

COLCHESTER BOROUGH COUNCIL STRATEGIC OVERVIEW AND SCRUTINY PANEL 7 June 2011 at 6:00pm

Members

Chairman : Councillor Andrew Ellis.
Deputy Chairman : Councillor Dennis Willetts.
Councillors Kim Naish, Gerard Oxford, Colin Sykes,
Nigel Chapman, Nick Cope, Bill Frame, Theresa Higgins and
Will Quince.

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

Agenda - Part A

(open to the public including the media)

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

Pages

1. Welcome and Announcements

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

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

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

2. Substitutions

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

3. Urgent Items

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

4. Declarations of Interest

The Chairman to invite Councillors to declare individually any personal interests they may have in the items on the agenda.

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

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

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

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

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

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

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

5. Minutes

1 - 9

a) To confirm as a correct record the minutes of the meeting held on 22 March 2011.

b) To confirm as a correct record the minutes of the meeting held on 18 May 2011.

6. Have Your Say!

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

(b) The Chairman to invite contributions from members of the public

who wish to Have Your Say! on a general matter not on this agenda.

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

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

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

Members of the panel may use agenda item 'a' (all other members will use agenda item 'b') as the appropriate route for referring a 'local government matter' in the context of the Councillor Call for Action to the panel. Please refer to the panel's terms of reference for further procedural arrangements.

8. Referred items under the Call in Procedure

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

9. Decisions taken under special urgency provisions

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

10. Work Programme

10 - 11

See report from the Scrutiny Officer.

11. Annual Scrutiny Report

12 - 17

See report from the Scrutiny Officer.

12. 2010-11 Year End Performance report

18 - 78

See report from the Head of Corporate Management.

13. Exclusion of the public

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

STRATEGIC OVERVIEW AND SCRUTINY PANEL

22 MARCH 2011

Present :- Councillor Christopher Arnold (Chairman)
Councillors Nigel Chapman, Mark Cory, Bill Frame,
Theresa Higgins, Nigel Offen, Gerard Oxford,
Dennis Willetts and Julie Young

Substitute Member :- Councillor Margaret Kimberley
for Councillor Andrew Ellis

Also in Attendance :- Councillor Tina Dopson
Councillor Beverley Oxford

41. Minutes

The minutes of the meetings held on the 8 February 2011 and 15 February 2011 were both confirmed as a correct record.

42. Review of the work of the Portfolio Holder for Housing and Community Safety

The Portfolio Holder was unable to attend due to a commitment to a peer review at another authority. Councillor Tim Young sent his apologies in advance of the meeting.

RESOLVED that the Panel agreed that the review of the work by the Portfolio Holder would be scheduled for an early meeting in 2011/12.

Councillor Bill Frame (in respect of being a Board Member of the Colne Housing Group) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

Councillor Nigel Chapman, Councillor Margaret Kimberley and Councillor Nigel Offen (in respect of being a member of the Board of Colchester Borough Homes) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

Councillor Gerard Oxford (in respect of being a tenant of a Housing Association's adapted property) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

Councillor Theresa Higgins (in respect of being the Chairman of Colchester's YMCA) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3)

43. Transforming Colchester's Housing Services – the Fundamental Service

Review of Housing - one year on

Councillor Tina Dopson, Portfolio Holder for Communities, Ms. Lindsay Barker, Head of Strategic Policy and Regeneration and Mr. Gareth Mitchell, Head of Life Opportunities attended the meeting.

Councillor Dopson introduced the item, explaining that the review had ensured the housing service was fit for purpose with evidence to show the impact of the review on individual services. The service now provided was quicker, more effective and at a reduced overall cost.

One year on from the previous review, Housing Services continued to operate in a challenging environment that is experiencing continual change. But the service continues to respond well to new challenges, and meeting the needs of customers.

Councillor Dopson said officers would give a high-level briefing of where we are at this moment in time.

Presentation

Mr. Mitchell and Ms. Barker gave a presentation on Transforming Colchester's Housing Services.

It was explained that the objective was "To ensure that Colchester has the best possible arrangements for meeting the housing needs of residents".

Housing was central to the Council's strategic priorities, 'Homes for All' (working towards providing safe, secure, decent and affordable homes for all), 'Healthy Living', 'Older People's needs', 'Younger People's needs' and 'Community Safety'.

The report provided progress on the three year implementation plan for the Fundamental Service Review (FSR), and demonstrated the service performance to date against the full Business Case.

It was explained that the Business Case for the future service would require the following, a redesigned "front-end" process for customers, the alignment of housing solutions for customers with other key drivers of improved life chances, a stronger focus on the Council's "strategic enabling" role in housing, greater collaboration between CBC and CBH across the whole housing function and a new organisational structure and more flexible ways of working.

The Business Case Opportunities were outlined as;

- Effective self serve
- Effective triage
- Multi-skilled housing customer team
- Co-ordinated support to sustain tenancies and information sharing between agencies
- Collaborative approach between housing and benefits teams
- Education and cultural change
- Effective enforcement of standards in the private sector

- Short term housing solutions
- Colchester Association of Social Landlords
- A strong CBC/CBH partnership
- Delivery of new affordable homes
- Returning more private sector empty homes to use
- Supporting landlords to deliver more quality private rented accommodation
- Professional support unit
- Cross-cutting themes
- Consistent implementation of policy
- Flexibility
- Effective management
- Motivated workforce
- Learning and development
- Outsourcing, commissioning, shared services opportunities

For customers, the opportunities would;

- resolve many of their enquiries themselves
- have their enquiries dealt with in one place
- only have to give information once
- reach a solution quicker
- indicate that their experience has improved
- know
 - who their lead officer is
 - what is happening on their case
 - who else has been informed
- be supported to help them maintain their home

In regards to efficiencies, it was anticipated that;

- people resource could be reduced by around 25% (including the resources that could be moved)
- reduction in staff costs phased over 3 years.
- reduction in management overhead of nearly 50%
- investment will be covered from in service efficiencies.
- reduction in 'cost to serve' while improving quality and speed of service.

The Performance Highlights were outlined as;

- Faster resolution and more effective signposting of customer enquiries at the first point of contact through the Customer Service Centre
- A reduction in the number of homelessness applications and acceptances made
- Achievement of the target for delivery of new affordable homes
- Significant progress with the review of temporary accommodation
- Successful achievement of the target to reduce by 50% the number of households in temporary accommodation.
 - 25% reduction in staff costs, including a 50% reduction in management costs, have been delivered one year earlier than planned (£150K of savings in 2010/11 and a further £300K of savings in 2011/12 bringing the total recurring saving to £450k).
- The allocations function has been transferred to Colchester Borough Homes (CBH)
- The adaptations service has also been successfully transferred to CBH.

- The improved partnership between the Council and CBH in managing property services
- Has led to significant improvements in Void turnaround times.
- The enforcement and inspection element of private sector housing has been transferred to Environmental and Protective Services and now has clear targets around work priorities
- A positive effect on staff motivation has been noted during implementation, a flexible workforce created and levels of sickness absence have dropped significantly from consistently high levels across the service.
- A new, reduced management structure is in place and a number of opportunities for individuals to develop their skills, knowledge and experience through multi-skilling have been taken.
- In spite of the significant changes experienced from the impact of the recession on demand for services and more recently the range of changes proposed by Government to the policy framework, the strategic ambitions of the business case are on track for delivery within the 3 year business case timeframe.

Questions and answers

Councillor Dopson and officers responded to questions from members of the panel.

In regards to the review of Sheltered Housing, it was explained to Councillor G. Oxford that they were confident that the Benefits system will help to minimise the impact on those residents. Ms. Barker later confirmed that any cuts in the Sheltered Housing service is very much about reviewing the arrangements in respect of the Warden's Scheme.

Ms. Barker explained to Councillor Offen that the future for the Colchester Association of Registered Landlords has been slightly skewed by the wholesale changes to funding from the Homes and Communities Agency. This has resulted in a Four Year Development Plan needed from Registered Providers. However a date has now been agreed for the first meeting. In regards to Social Housing Landlords (SHL), Ms. Barker said the Council was already in discussions with this sector. SHL continue to invest locally and the intention is to get as many as possible to participate

Councillor Dopson responded to Councillor Frame, saying the 'Homes for All' was a broad title. The Administration had taken the view that a house is a home whatever the aspiration or size of the family, and encompasses the desire not only to build new homes, but to see homes fit for purpose and fit in with all social housing needs, including the elderly, young people and the needs of the community. An aspiration was to see more homes built, by identifying land fit for redevelopment and working with social housing associations and landlords in providing more suitable housing.

Ms. Barker also confirmed that the average time to re-let Council Houses was 22 days (as of December 2010), a significant improvement on 36 days for the same period the previous year. In respect of under occupancy, Ms. Barker said she would circulate to Members of the Panel the number of transfers for Colchester Borough Homes properties.

Councillor J. Young said 'Homes for All' was a laudable aspiration that needed to be embedded into the organization, likewise, getting developers to build 'lifetime homes' needed embedding. Ms. Barker said the Council has achieved significant success in delivering adapted properties, greater than any other authority in the region.

Mr. Mitchell responded to Councillor Higgins in respect of Housing Benefit paid directly to tenants, saying the Housing Service was now better able to deal with the pressures associated with this change in legislation. Significant modeling had been undertaken with the Benefits and Housing Services and Social Housing Landlords to ensure we anticipate tenant's needs. Ms. Barker said the number of homelessness applications and acceptances made, as illustrated within the report, emphasized the concern that the solutions needed to meet the needs will continue to be a challenge, with a recognition for the need to be 'smart' both internally and with our partners. The joint referral panel provided an effective way of managing homelessness, housing people or families into appropriate accommodation. There has been an increase in the number of homeless people in Bed and Breakfast, and whilst the recession will put greater demand on this scheme, the new housing service is now better prepared to deal with this.

Ms. Barker said 'single room rent payments' was not a straightforward change to the benefits system and would pose a real challenge for officers. Mr. Mitchell said direct payments are also a concern, especially for vulnerable clients, and that could cause a barrier to private sector housing.

Councillor Higgins said given the cost of refurbishing rental properties can often be prohibitive, resulting in a decline in the standard of rental accommodation, what can the Council do to help the landlord(s)? Ms. Barker said Enforcement around the issue of poorly maintained accommodation was very important, but there was a balance to be made in trying not to let the numbers of rental properties dry-up and encouraging landlords to take-on tenants who are on welfare benefits. The Council was committed to developing the 'supply side', but where a landlord does not comply in respect of the condition of a property, there was a clear message that the Enforcement Team will take action where appropriate. Mr. Mitchell said in terms of the review, the new joined-up enforcement policy enabled the enforcement function to be done by those best placed to within the structure.

In response to Councillor Arnold, Mr. Mitchell said the new service arrangements placed the private sector enforcement function within a wider enforcement team and enabled officers to take a more joined-up approach to the whole range of enforcement issues, resulting in better, smarter solutions for residents. The service now benefited from clear targets and proactive management to ensure performance continues to improve. Councillor Dopson said from the outset the new policy and structure seemed very radical, but now it was running smoothly it seemed like the obvious change.

One of the Business Case opportunities was to return more private sector empty homes to use, and Ms. Barker responded to Councillor Kimberley saying many properties are empty due to probate / transition, but officers are looking to pilot a variety of options to find out what can get housing back into the market quicker.

Ms. Barker responded to Councillor Offen in regards to a lack of supply of extra care homes preventing more people from moving out of their houses. Ms Barker said the Council now had a dedicated project officer working on private housing supply. Focusing on how we increase this supply was critical, this resource within the new service structure was paying off, with far more being achieved than would have been the case under the original housing model.

Mr. Mitchell concurred with Councillor Arnold that the significant progress made with the review of the council's temporary accommodation was a major step forward for the service as part of the FSR and that through the imminent transfer of Ascott House to a specialist registered social landlord, it was gratifying to see a better temporary housing solution coming forward for clients who are in acute need of support. Mr. Mitchell said as a direct result of increased investment in homelessness prevention from the review, officers are now also doing more proactive work in targeting high risk young adults. In response to Councillor Chapman in regards to the prevention of young people becoming homeless, Mr. Mitchell said that the council has a strong track record of focusing on individual cases, proactively mediating with the family, trying to find a way for the person to return home. As a result of the review, officers now engage more with young people, dispelling the prevailing culture around social housing and the view that the Council will provide them with a home. He acknowledged that temporary accommodation is not an environment in which homeless young people will thrive and officers are working with partners from the Integrated Youth Service at Essex County Council and the Colchester Youth Enquiry Service to deliver educational visits to places like Ascott House by local fourteen / fifteen year olds to help shift perceptions and expectations at a very early stage. This initiative was marginal in terms of investment, but there was evidence to show it was already making a difference. Councillor Cory said the Colchester Youth Council fully supported this initiative and are happy to help or contribute to this work. Councilor Dopson said this was very much a joined-up approach and an eye opener to the young people. Mr. Mitchell said the level of need for this target group continued to be a challenge

Ms. Barker responded to Councillor Chapman, saying that officers are progressing with the work on the development of garage sites. The development of these sites was not straightforward, but two are at development stage and ten more potential sites have been earmarked for development, and officers are working on the delivery with Colchester Borough Homes and other Housing Partners.

Mr. Mitchell responded to Councillor Willetts in regards to self-service, saying the triage approach, filtering calls from those in greatest need to more qualified and experienced staff was having a positive impact on the service. Mr. Mitchell said the next phase of the challenge for the review was to reach the targets of 15% and 30% of enquiries dealt with through self-serve by the end of 2011 and 2012 respectively. Mr. Mitchell said three years on from the re-registering of housing register applicants, whilst the number of people on the housing register has increased, it was important to remember that the housing register is a choice-based system where anyone can place themselves on the register. It was significant to point out that around 50% of the people on the register were people in lower priority need, with the number of cases in greater need reduced by approximately 12%. The overall increase was in the main due to the challenges of the economic downturn. That said, the review does demonstrate

the positive impact on those individuals in greater need, with evidence showing solutions are found and individuals are dealt with quicker than was the case in the original service.

In response to Councillor Oxford, Ms. Barker said legislation (the law) was very clear in respect of succession, with one succession allowed on joint-tenancy, whether or not it is an adapted property and that 'succession' was managed by Colchester Borough Homes.

RESOLVED that the panel;

- i) Noted the progress made on the implementation of the Business Case for the Fundamental Service review of Housing Services – Transforming Colchester's Housing Services.
- ii) Congratulated all the staff associated with the Housing Services Review on the successful progress of the new working arrangements, expressing appreciation for their hard work and what had been achieved.

44. Review of the work of the Portfolio Holder for Customers.

Councillor Beverley Oxford, Portfolio Holder for Customers gave an overview of the work she had been involved in during the last year.

Councillor Oxford said she had approached this new portfolio in her own way, but always keeping customers at the forefront of everything she was involved in.

Councillor Oxford explained she had spent seven months job shadowing many staff doing a variety of roles within all Council services. Councillor Oxford had spent time with officers in the Customer Services Centre, Revenues and Benefits, Housing Services, Street Services (Refuse Collection and the Graffiti Team)

Councillor Oxford spoke about InfoPoint and I-Connect, both customer based applications, the first based at the Customer Service Centre, and enabling easy access to information and advice on Council and local services, the second, the provision of a complete service, so when the customer contacts the Council, the enquiry will be dealt with more effectively by storing basic information on the customer within the Council's Customer's Index. Stored information such as name, address, telephone number, date of birth and e-mail address enabling a link to Council services received by the individual.

Councillor Oxford responded to Councillor Willetts concerning the new opening times of the Customer Services Centre, saying the new opening times had produced cost savings, but with very little impact on customers. It was pointed out that whilst the Customer Services Centre was now open 9-5 Monday to Friday (originally 8.30 – 5.30), customers will still be able to contact the centre by telephone between 8.30 – 9 and 5 – 5.30, as an interim measure.

In response to Councillor Chapman, Councillor Oxford said it was very important that the Council is proactive in improving communications and access to Council services by urban and rural communities. Sharing facilities with other partner organizations will become very important in the future. At the present, local libraries are currently offering the use of their premises as a means for customers to contact local services.

In response to Councillor Higgins, Councillor Oxford said the Typetalk service was provided as a means of access to services for deaf people or people that are hard-of-hearing or have speech-impairment. Typetalk is a national telephone relay service for these people who are unable to use standard telephones. It was acknowledged that whilst the service provided access, it was very slow.

Responding to Councillor Frame, Councillor Oxford said how people contacted the Council was changing. Contacting the Council via the internet was year on year increasing, showing a twenty five percent increase during 2010-11, whilst those requiring face to face assistance was decreasing. Councillor Oxford said the performance of the Customer services Centre is being constantly monitored, and she receives regularly briefings on performance / issues by the Customer Services Manager.

Councillor Oxford concurred with Councillor Arnold that it was vital that all forms of communication and community engagement are considered and where appropriate developed and Councillors are an integral part of this development. Mosaic (a modelling tool produced by Experian Business Strategies) assists in the identification of a population's key characteristics, helping the Council in a variety of applications, with and overall knowledge of their customer base. This information can be used to focus appropriate 'Member Engagement' training for Councillors.

Councillor Arnold thanked Councillor Oxford for attending the meeting and responding to questions from the Panel.

STRATEGIC OVERVIEW AND SCRUTINY PANEL

18 MAY 2011

Present :- Councillor Andrew Ellis (Chairman)
Councillors Nigel Chapman, Nick Cope, Bill Frame,
Theresa Higgins, Gerard Oxford, Will Quince,
Colin Sykes and Dennis Willetts

Substitute Member :- Councillor Michael Lilley for Councillor Kim Naish

1. **Chairman**

RESOLVED that Councillor Ellis be appointed Chairman for the ensuing Municipal Year.

2. **Deputy Chairman**

RESOLVED that Councillor Willetts be appointed Deputy Chairman for the ensuing Municipal Year.



Strategic Overview and Scrutiny Panel

Item
10

7 June 2011

Report of	Scrutiny Officer	Author	Robert Judd Tel. 282274
Title	Work Programme 2011-12		
Wards affected	Not applicable		

This report sets out the 2011-12 Work Programme for the Strategic Overview and Scrutiny Panel

1. Action Required

- 1.1 The Panel is asked to consider and comment on the 2011-12 work programme.

2. Reason for Action

- 2.1 This function forms part of the Panel's Terms of Reference in the Constitution.

3. The Review of Portfolio Holders

- 3.1 The Panel should note that following consultation between the Group Leaders, Chairman of the scrutiny panels and the Executive Management Team, it has been agreed that from 2011-12 this arrangement will be changed, whereby the appropriate Portfolio Holder(s) will take a lead at major reviews, for example, Fundamental Service Reviews and Partnership Reviews, where the spending and policy priorities are considered in relationship with the Strategic Plan's Implementation Plan.
- 3.2 These 'Topic' based reviews, with the Portfolio Holder's presence, will enable Members to consider the role and work of the Portfolio Holder.

4. 2011-12 Work Programme

The work programme for the Strategic Overview and Scrutiny Panel includes the work of the Crime and Disorder Committee.

7 June 2011

1. Annual Scrutiny Report 2010-11
2. 2010-11 Year End Performance Report (Head of Corporate Management)

19 July 2011

1. Budget Strategy, Timetable and MTFF (Head of Resource Management)
2. Review of the Arts

30 August 2011

1. Safer Colchester Partnership (**Crime and Disorder Committee**)
(Ms. Linda Belgrove, Essex Police to be invited to attend as an advisor to the panel)

20 September 2011

1 November 2011

1. Fundamental Services Review – Sport and Leisure

13 December 2011

1. Review of the Budget Strategy (Head of Resource Management)
2. 2011-12 6-monthly Performance report (Head of Corporate Management)

10 January 2012

14 February 2012

1. Review of Colchester Community Stadium Limited - Chief Executive, Chair David Murthwaite to attend (Part of Annual Governance Statement Action Plan)

20 March 2012



Strategic Overview and Scrutiny Panel

Item
11

7 June 2011

Report of	The Scrutiny Officer	Author	Robert Judd Tel. 282274
Title	Annual Scrutiny Report		
Wards affected	None		

This is a report setting out the work of the Finance and Audit Scrutiny Panel and Strategic Overview and Scrutiny Panel during 2010-11.

1. Action required

- 1.1 The Panel is asked to consider and comment on the draft Annual Scrutiny Report.

2. Reason for Action(s)

- 2.1 The Constitution states the Strategic Overview and Scrutiny Panel shall report annually to the full Council on its workings and make recommendations for future work programmes and amended working methods if appropriate.

3. Purpose and Content of the Annual Report

- 3.1 The purpose of the report is to inform the Council of the work undertaken by the scrutiny panels, and for the Council to form an opinion of the effectiveness of the scrutiny function. The final report will be submitted to full Council for consideration and approval following endorsement by scrutiny panel members.
- 3.2 This Scrutiny Report is a descriptive record of the work undertaken by both scrutiny panels during 2010-11.

4. Standard and Strategic Plan References

- 4.1 The Council's governance arrangements forms parts of the Council's commitment to customer excellence which underpins the Council's Strategic Plan vision.
- 4.2 There is no publicity, equality and diversity, human rights, community safety, health and safety, risk management or financial implications in this matter.
- 4.3 Scrutiny is a key function to ensure decisions have been subject to full appraisal and that they are in line with the aims of the strategic plan. The role of scrutiny is also an important part of the Council's risk management process, helping to check that risks are identified and challenged.

Colchester Borough Council

Finance and Audit Scrutiny Panel

Strategic Overview and Scrutiny Panel

Scrutiny Report 2010-11

Introduction

All local authorities face a challenging future of providing services in difficult economic times. Limited resources mean that Councils are increasingly looking at how services are provided and commissioned. Collaboration and partnership working have the potential to provide efficient cost effective services.

This Annual Report demonstrates the contribution made by the scrutiny function in Colchester towards helping the Council address these issues during 2010/11, offering an opportunity to the Strategic Overview and Scrutiny Panel to look at policies and strategies from a borough-wide perspective, ensuring performance improvements actually make a positive difference and ensuring the actions of the Cabinet accord with the policies and budget of the Council, and for the Finance and Audit Scrutiny Panel to undertake the core functions of an audit committee, monitor the financial performance of the Council and link spending proposals to the Council's policy priorities.

By doing this a culture of positive and meaningful challenge has been created. The level of call-ins, decisions taken as a matter of urgency and pre-scrutiny items confirms the thoughts of previous years that Councillors take a mature and responsible approach to Governance.

The report provides a descriptive analysis to demonstrate the work of each panel and confirms that during the period of this report, the scrutiny function at Colchester remains challenging and effective.

Overview and Scrutiny

Both scrutiny panels continued to conduct one-off investigations / reviews on a variety of topics, and Cabinet Members continued to discuss with the Strategic Overview and Scrutiny Panel Members, the progress and performance of the work which fell within their portfolio.

Under the Terms of Reference for the Strategic Overview and Scrutiny Panel, the Panel is expected to scrutinise the performance of Portfolio Holders. Since 2003-04 this has been an individual review of the work of the Portfolio Holder in the form of a question and answer discussion between the Portfolio Holder and Panel Members.

The Strategic Overview and Scrutiny Panel should note that following consultation between the Group Leaders, Chairman of the scrutiny panels and the Executive Management Team, it has been agreed that from 2011-12 this arrangement will be changed, refreshed, whereby the appropriate Portfolio Holder(s) will take a lead at major reviews, for example, Fundamental Service Reviews and Partnership Reviews, and where the spending and policy priorities are considered in relationship with the Strategic Plan's Implementation Plan.

These 'Topic' based reviews, with the Portfolio Holder's presence, will enable Members to consider the role and work of the Portfolio Holder.

Decisions taken as a matter of urgency

There was just one decision taken as a matter of urgency, The Purchase of the Old Police Station, Queen Street, Colchester PLA-005-10, jointly signed-off by the Chairman of the Overview and Scrutiny Panel and the Monitoring Officer. A decision taken as a matter of urgency waives the right of call-in because a delay in the decision is likely to prejudice the legal or financial position of the Council.

Pre Decision Scrutiny

During 2010-11, like previous years, it proved profitable to pre-scrutinise decisions, allowing the panel(s) to examine an issue in depth, and make proposals to the Cabinet or portfolio holder in advance of that decision being taken. This is the case for the Strategic Plan Action Plan and Budget Strategy process. In addition to the regular pre-scrutiny items;

The Finance and Audit Scrutiny Panel pre-scrutinised the Portfolio Holder decision on the new policy for Highway Verge Maintenance. The Panel resolved that on the agreement that a classified list of sites was provided to Members prior to the implementation of the new policy, it agreed to the new policy on introducing a criterion based hierarchy for Highway Verge Maintenance.

The Strategic Overview and Scrutiny Panel completed the pre-Cabinet examination of the Fundamental Service Reviews undertaken in Street Services, Revenues and Benefits and Housing Services.

Critical Friend Challenge – Call-in

This process relates to the right of Councillors to examine a Cabinet or Portfolio Holder decision that has been made but not yet implemented. During 2010-11

Colchester had three call-ins, all considered by the Finance and Audit Scrutiny Panel. The decisions examined were those of The Proposed Travellers Site at Severalls Lane and the 2010-11 Grants to Town and Parish Councils, in which the decisions were upheld. The decision on the Highwoods Country Park car park charging proposals was referred back to the Cabinet for further consideration. Cabinet deferred the decision to their next meeting to allow for further consideration of the information on which the decision was based and the appropriate and proportionate level of consultation. Councillor Dopson, Portfolio Holder for Communities, indicated that a consultation on the proposals with local residents was to begin shortly, would be available online, and would run until the end of February 2011.

Partnership arrangements

The Council has a comprehensive partnership strategy and maintains a detailed register of the partnerships that it participates in. The Strategic Overview and Scrutiny Panel completed two partnership reviews, those of the North East Essex Local Children's Trust and the London2012 Partnership. The Crime and Disorder Committee also completed the annual review of the Safer Colchester Partnership.

The Strategic Overview and Scrutiny Committee met in private session on 12 October 2010 to consider the closure of the Greenways Care Home and the subsequent HX case Serious Case Review. In doing so, it was exercising the Council's well-being powers in respect of the needs of older residents of the Borough. The Deputy Executive Director, Adults, Health and Community Wellbeing, Essex County Council, who is also Chairman of the Safeguarding Adults Board (SAB) Management Committee attended the meeting. Having been resolved by the Panel, the Chairman of the Panel wrote to the Care Quality Commission (CQC) about the two linked matters that emerged as causes for concern, centring on the inability of the SAB inquiry to determine specific causes of the deterioration in standards which led to the closure of the home. Members felt that the causes could have included poor or negligent performance by particular members of staff at the home, and it was suggested that an effective method for identifying such members of staff would be to track them as they move from home to home within the care system through some form of registration. In the absence of such a regime, the Committee felt that it was quite possible that the individuals who should be held responsible for the closure of the HX Care Home could be working in the same field and causing the same problems undetected elsewhere.

Task and Finish Group

The Finance and Audit Scrutiny Panel's Mayoralty Task and Finish Group carried out a review of the Mayoralty Budget, proposing to the Cabinet a number of suggestions that would provide a reduction of £10,615 in the revised level of expenditure. The Cabinet agreed to the recommendations of the Panel.

Strategic Overview and Scrutiny Panel 2010-11

Membership for 2010-11: Councillor Arnold (Chairman) and Councillors Chapman, Cory, Ellis, Frame, T. Higgins, Offen, G. Oxford, Willelts (Deputy Chairman) and J. Young.

The Overview and Scrutiny Panel has responsibility for reviewing corporate strategies within the Strategic Plan and Action Plan, the review of service areas, the Council's budgetary guidelines for the forthcoming year, the performance of Portfolio Holders, and reviews the Cabinet decisions referred to the Panel under the Call in procedure.

Work Programme 2010-11

8 June 2010 2009-10 Year-end Performance Report	24 June 2010 HRA Reform (including pre-briefing)	20 July 2010 Budget Strategy, Timetable and MTFF
21 September 2010 Review of the Leader	12 October 2010 HX Care Serious Case Review	16 November 2010 Street Services Fundamental Service Review
14 December 2010 Budget – Strategic Update	11 January 2011 Review of the North East Essex Local Children's Trust Board	8 February 2011 Revenues and Benefits Fundamental Service Review
	15 February 2011 London2012 Partnership Board	22 March 2011 Housing Services Fundamental Service Review

Crime and Disorder Committee

24 August 2010 Safer Colchester Partnership	18 January 2011 Town Centre Demonstrations An overview of what Colchester's public service response would be to a Town Centre Demonstration in light of the recent student demonstrations.
---	---

Finance and Audit Scrutiny Panel 2010-11

Membership for 2010-11: Councillor Willetts (Chairman), and Councillors Arnold (Deputy Chairman) Cope, Greenhill, Lissimore, Manning, Mudie, Naish, G. Oxford and C. Sykes.

The Finance and Audit Scrutiny Panel has responsibility for reviewing the financial performance of the Council, the Council's audit, risk management and business continuity arrangements including the Annual Audit Letter and audit plans, and reviews Portfolio Holder decisions referred to the Panel under the Call in procedure.

Work Programme 2010-11 (including Accounts and Regulatory AR), excluding the periodic reporting of the Financial Monitors, Capital Monitors, Internal Audit reports, Risk Management and Treasury Management reports.

29 June 2010	2010-11 Audit and Inspection Letter (AR) Annual Governance Framework (AR) Draft Annual Statement of Accounts (AR)	27 July 2010	Community Governance, Wivenhoe (AR) Community Governance, Fordham (AR) 2009-10 Freedom of Information	17 August 2010	Capital Improvement Programme (DHP)
31 August 2010	Proposed Travellers Site (Call-in)	7 September 2010	Highwoods Country Park – car park Charging proposals (Call-in)	28 September 2010	Visual Arts Facility – Audit Commission Annual Statement of Accounts (AR) Revised Financial Regulations (AR)
19 October 2010	Publication of Audited SoFA (AR) Local Governance Review (AR) 2010-11 Business Continuity Colchester Credit Union update	23 November 2010	Capital Improvement Programme (DHP) Annual Governance Statement (AR) Annual Audit Letter – Audit Commission Benefits Service report – Audit Commission	25 November 2010	Grants to Town & Parish Councils (Call-in)
15 December 2010	Highway Verge Maintenance (pre-scrutiny) Mayorality Budget – report of the TAFG	25 January 2011	2011-12 Budget Strategy Treasury Management Inv. Strategy	22 February 2011	Community Governance, Stanway (AR) Honorary Alderman (AR) Capital Improvement Programme (DHP)
29 March 2011	Annual Governance Statement briefing Audit Opinion Plan – Audit Commission Certificate of Claims and Returns – Audit Commission International Financial Reporting Standards				

07 June 2011

Report of	Head of Corporate Management	Author	Lucie Breadman 📞 282726
Title	Year End Performance Report including Strategic Plan Action Plan and proposed targets / actions for 2011/12		
Wards affected	'Not applicable'		

The Panel is invited to consider the performance report for the period up to end of March 2011 which includes progress of our Performance measures, the Strategic Plan Action Plan and proposed targets and actions for 2011/12.

1. Action required

1.1 The panel is asked to consider / comment on:

- 2010 / 11 year end performance summary and appendices
- To agree proposed indicators for inclusion into next year's performance management reporting process and the targets to measure progress
- To agree strategic plan actions for 2011/12

2. Reason for scrutiny

2.1 Part of the Council's performance management framework includes the commitment to report our year end performance progress to Strategic Overview and Scrutiny Panel.

3. Background information

3.1 As part of the Council's performance management processes we monitor key indicators and improvement actions throughout the year against agreed targets. This report provides the year end position of our indicators and Strategic Plan Action Plan (SPAP). The report also provides information on the proposed targets and actions for 2011/12.

4. Performance Summary

- This year end Performance Report will be reported to Cabinet on 13 July 2011.
- Please see the summary report attached as Appendix 1, along with detailed information in relation to year end performance contained within Appendix 2 and 4.
- Proposed indicators, targets and actions for the Strategic Plan Action Plan are contained within Appendix 3 and 5 attached.

5. Strategic Plan references

6.1 This report provides the year end update of performance of our Strategic Plan Action Plan (SPAP) developed to support the delivery of the Councils agreed Strategic Plan Priorities.

7. Consultation

7.1 The contents of this report do not have any direct implications with regard to consultation however the Strategic Plan and priorities were agreed following wide public consultation.

8. Publicity considerations

- 8.1 The performance report contains key measures for our indicators and our SPAP, many of which are used to monitor the performance of our services and as such these may be of public interest.

9. Financial implications

- 9.1 The financial implications of the action plans to deliver our indicators and SPAP form part of the budget setting process.

10. Equality, Diversity and Human Rights implications

- 10.1 Indicators were introduced by central government to improve the quality of life for local people across the country by using a consistent set of data. Thus progress and improvement of these and many of the actions within the Strategic Plan Action Plan (SPAP) support our aims of improving the lives and services for everyone in the Borough.

11. Community Safety implications

- 11.1 There are performance measures and actions within the SPAP which aim to improve community safety and as such this report provides progress updates in this area.

12. Health and Safety implications

- 12.1 This report has no direct implications with regard to Health and Safety.

13. Risk Management implications

- 13.1 We aim to deliver against Indicators and the SPAP as both form a key part of our organisational performance assessment and as such could reflect on how well we deliver services to our residents.

Background Papers

Not applicable.



Appendix 1 - Performance Summary Year End - April 2010 to March 2011

1. Performance Summary

The Council agreed a number of key performance areas in 2010/11 which were used as part of the Performance Management Framework to help monitor progress and improvement. This report provides a summary of the year end position with regard to key performance measures, improvement actions within the Strategic Plan Action Plan (SPAP) and some qualitative information relating to a number of key performance areas.

The report also introduces the proposed indicators and Strategic Plan Actions for 2011/12, taking into consideration the National changes and reductions in measures and more streamlined approach.

Overall we achieved 71% of the targets set for our indicators (22 indicators) against a backdrop of reduced resources and increased workloads. As importantly 71% of our indicators (where we can measure improvement) have improved their performance compared with last year. Appendix 2 attached is a table with performance results and comments for each indicator.

At year end we achieved 86% of the actions within our Strategic Plan Action Plan and Appendix 3 attached provides a detailed summary of each action and an update of performance at year end.

Highlights from the Indicator Tables and Strategic Plan Action Plan, along with our people update and other performance news are detailed below.

3. Progress of our National Indicators

The table (Appendix 2) provides the year end data from our performance measures in relation to all Indicators that we have been monitoring. Each indicator has its current performance against the target set for the year, but also shows year end performance for last year, the direction of travel (DOT), a comment from the Head of Service.

A number of indicators are not due to report their year end data until later in the year, in these cases we have had to 'forecast' year end performance to enable this report to be finalised.

Key areas to highlight include:

- In reference to Housing we have reduced the number of people living in temporary accommodation, improved the time taken to re-let council homes, delivered our targets around affordable homes and improved a further 892 properties under our decent homes activities.
- Planning performance continues to be challenging with reduced resources and while we met national minimum standards we did miss our own targets in both Minors and Other applications. Where a decision against a planning application is appealed we have performed well when compared to the national average.
- Our environmental and waste performance shows improvements in a number of areas including recycling, reductions in fly tipping and targets around graffiti and levels of detritus met targets set.



4 Strategic Plan Action Plan

The Strategic Plan is focused on providing direction and vision for the aspiration for Colchester as a place for its people. We have developed an action plan to help deliver the strategic improvement priorities set out in the Strategic Plan.

Appendix 4 to this report provides the year end position of our Strategic Plan Action Plan 2010/11 in detail. We achieved 86% (89) of the actions with 14% (15) not achieved. Most of those not achieved were due to funding changes with Central Government or partners and below is a summary of nine priorities and some of the activities and achievements:

Addressing Older Peoples Needs:

- Encouraged over £1.2m of benefits take up for older people
- Reviewed all the councils sheltered housing schemes
- Achieved joined up public service commitment to provision of frontline advice and guidance through info point.

Addressing Younger Peoples Needs:

- Increased skills in children's centres by increased training to deliver welfare advice
- Closer working between the council and schools with projects at Monkwick and St Johns schools underway.
- Provision of 89 work placements for local unemployed 18 to 24 year olds.
- Increased activities for youngsters with holiday swim sessions and 83 free activities attended by over 2000 people.

Community Development:

- Work with communities to release resources to deliver a range of community facilities continues with a number of specific projects underway.
- A number of key activities undertaken to increase skills and reduce worklessness including training and skills fayars.

Community Safety:

- Work to reduce anti social behaviour continues with reduced levels being achieved across the borough.
- Community days of action continue to be held every 4 months.
- Community street wardens have delivered over 1000 activities and are now a valued and embedded part of our communities.
- Dedicated graffiti team has been in place and performing well.

Congestion Busting:

- A12 junction has been delivered ahead of schedule
- Planning application for a Park and Ride has been submitted.

Job Creation:

- Redundant rural buildings have been brought back into commercial use.
- Planning gain and additional sources of funding have been secured to increase apprenticeships, employment and training.



Appendix 1 - Performance Summary Year End - April 2010 to March 2011

- Work to sustain business growth in North Colchester has seen a further £500k secured for a creative incubator in the town centre.

Healthy Living:

- Active Colchester Community Sport Network established and priorities agreed.
- The 2012 project and activities with partners are underway.
- New sports premises are being delivered with new clubhouse on Abbeyfield progressing well.

Homes For All:

- Help has been provided to keep people in their own homes includes reduced use of temporary accommodation, closer working with partners, review of processes and at least 300 households have been prevented from becoming homeless.
- Our Local Development Framework requires 35% of all new homes be affordable.
- Our decent homes work is on target.
- Private sector housing standards are being enforced.

Reduce, Reuse and Recycle:

- Carbon emissions have been reduced by 987 tonnes per annum.
- Partnership working to deliver a county wide approach to reuse household items and materials is in progress.
- 87% of Colchester's schools are now registered with Eco-Schools compared with only 3% five years ago.
- Recycling and cleanliness indicators have improved during the last year.

5. Indicators and Actions for 2010 to 2011

In line with national changes, reduced resources and the need to limit the burdens around corporate performance reporting an effort has been made to reduce the number of measures in both the indicator set and the Strategic Plan Action Plan for 2010/11.

As ever there is a balance to play between providing accountability and evidence of performance and progress and ensuring that hard pressed services are not spending more time than required on collection of data and reporting activities.

Appendix 3 provides the proposed new Indicator Set for 2011/12 along with targets and Appendix 5 details the actions for each of our strategic plan priorities for the next twelve months.

6 Other Performance News

The following table shows the various awards and accreditations that have been achieved. In addition to these the 'first entry' in the list of 2011/12 awards will be the prestigious Charter for Elected Member Development awarded to Council in April 2011. The Charter is awarded in recognition of commitment to the training and development of elected members, ensuring they are best equipped to effectively meet the needs of the local community. The award is independently evaluated by South East Employers on behalf of the region. It considered a portfolio of evidence from the Council and conducted an assessment day.



Appendix 1 - Performance Summary Year End - April 2010 to March 2011

Table of awards and accreditations that have been achieved in 2010/11:

Travel Plan Accreditation Awards	Essex County Council awarded CBC a Silver level award for our Travel Plan achievements.
CIPR East Anglia Silver PRide Award 2010	Communications team recognised as 'outstanding in-house PR team' by winning this silver award for the second year running.
Colchester District Business Awards	Finalists in the Education and Lifelong Learning category – awards ceremony 26 November.
NLPG and NSG Exemplar Awards	Colchester achieved a Gold Standard for the quality of the Council's Local Land and Property Gazetteer (NLPG).
LG Communications Reputation Awards	Communications team won a bronze certificate in the 'District Communications' category.
LEXCEL	Achieved the Law Society's practice management standard for the tenth consecutive year.
Collaborative working in Partnership 2010	Awarded to Essex HR Partnership for the development of 'Virtual Improvement Network Essex' (VINE).
LG Communications Reputation Awards	Our Communications Team achieved a bronze award, in the 'District Communications' category.
Customer Excellence Standard	Resource Management and Corporate Management have both achieved the CSE standard - which tests for service delivery, timeliness, information, professionalism and staff attitude.
SOCITM – Better Connected Website Survey	Our re-launched website is one of the highest rated local government sites in the UK – top 28%.
Council for Learning Outside the Classroom	Quality Badge for the Castle and Hollytrees for meeting the highest safety and learning standards.
Building Control team - survey	440 customers surveyed – every customer either 'very satisfied' (74%/79%) or 'satisfied'
Institute of Cemetery and Crematorium mgt – survey	Colchester crematorium and cemetery achieved an impressive third place in the South East area, for providing high-standard burial and cremation services – and 13 th nationally.
Tennis Foundation – Beacon status	Our Tennis Centre at Eudo Road was selected as one of the first community sites to achieve Beacon status, which recognises the best community-focused tennis facilities.
Essex Tourism Awards	VisitColchester won 'Tourism Information Centre of the Year'.
Arts and Business Awards	Community Award - in recognition of the Council's work to deliver regeneration and local community engagement with the arts in partnership with the Venetian poles at Fortuna Park.
Green Flag Award	For high quality parks and open spaces - cemetery, Castle Park and High Woods Country Park
Rail Business Awards	'Highly commended' in the Integrated Transport Excellence category re the Station Travel Plan for Colchester Station.
Park Mark Award	An independent assessment of the security quality of car parks, under the Safer Parking Scheme.
CCR Credit Excellence Awards	Highly commended/runner-up in the collections category – only public sector team to reach the finals.
Anglia in Bloom	Castle Park won the best local authority floral display, with Colchester achieving silver-gilt in the small city category.

Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
-----------	--------------	--------------	--------------------	--------------------------




National Indicator Table







Arrows depict Direction of travel where it is possible to measure this.

ex-NI14 Avoidable contact	14.4%	12.50%	8.4% GREEN 	The decrease in avoidable contact this year is indicative of the continual work undertaken between services and the Customer Service Centre to ensure that communications to customers are clear and do not generate unnecessary contact. Indicator retained in 11/12. Lead: Leonie Rathbone
NI 35 Building resilience to violent extremism	Lev 3	Level 3	Level 3 GREEN 	This National indicator has now been discontinued by the government. However, our Prevent work continues with the Multi-Faith Forum electing an independent chair; and with ad hoc case conferencing with the police where appropriate. Indicator will be removed from the corporate set in 2011/12 but activities will continue to be undertaken and supported. Lead: Gareth Mitchell
NI 154 Net additional homes provided	Green	650	Forecast GREEN 	Figures for 2010/11 are still being verified with Essex County Council. Forecasts suggest that we should achieve this indicator. Indicator retained in 2011/12. Lead: Lindsay Barker
NI 155 No. of affordable homes delivered	156	136	165 GREEN 	The Council has achieved excellent results this year through a combination of identifying and seizing opportunities, investing its own capital resources and close partnership working with providers and funders. Delivery is even more striking given the national economic and house building trends. This Indicator will be retained in 2011/12. Lead: Lindsay Barker
NI 156 Number of hhs in temporary accomm	179	170	163 GREEN 	We have achieved the government's target of halving the number of households in temporary accommodation by Dec 2010. The number of households in temporary accommodation appears to have stabilised between 160 -170 and we will continue to monitor levels to ensure this does not start to increase. This Indicator will be replaced in 2011/12. Lead: Gareth Mitchell
NI 157 Processing of planning	61.4%	Major 65%	68% GREEN 	Performance in all three NI157 exceeds national minimum standards (Major 60%; Minor 65%; other 80%).






Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
applications v targets for 'major', 'minor' and 'other' application types	70.7%	Minor 75%	71% RED 	Performance levels have improved significantly from the beginning of the year when major performance stood at 25%. Majors performance has now met the local target with both other categories now close to meeting them.
	87.1%	Other 93.5%	86% RED 	This level of performance has been delivered at a time of reduced staff resource and increased workload. This outcome has been achieved by the variety of measures including:- <ul style="list-style-type: none"> • Successful introduction of a pioneering Planning Performance Agreement regime which takes large majors out of the NI157 calculation • Significant comprehensive performance management measures in place within the Development Management Team • Changed scheme of delegation with fewer reports having to go to Planning Committee • Improved quality of applications through new validation process and user workshops • Improved and extended parish council training resulting in improved awareness of valid objections
NI 158 % non-decent council homes	13%	12%	10%  GREEN	Indicators retained in 2011/12 Lead: Bev Jones A total of 892 properties have received decent homes work during 2010-11 resulting in better performance against the target. Work to properties has included 418 kitchen replacements, 221 boiler/heating system replacements, 30 bathroom improvements, 290 rewires, 121 new doors and 45 properties receiving new windows. At 31 st March 2011 there were 619 properties that were non-decent with a further 100 properties where decent homes work has been refused and 93 properties which have either refused to have a decent homes survey or access has not been possible. Indicator Retained in 2011/12. Lead: Lindsay Barker
NI 159 Supply of ready to develop housing sites	On target	4150 (5 years @830)	n/a	Survey and annual review late 2010 indicates there is a 15 year housing supply. Due to a slow down in the housing market the indication for the next 5 years is slightly less supply but the actual figures are not available until later in 2011. Indicator is not the best measure and will be removed from the corporate set in 2011/12. Lead: Lindsay Barker
NI 160 tenants'	n/a	78%	76.8% RED	The government discontinued this National indicator earlier in the year. As our preparations for the survey were well under way, including the appointment of the contractors, we decided



Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
survey			 (2008 survey)	<p>to go ahead and survey our tenants as the customer feedback is invaluable to improving services. We used the methodology that conformed to the criteria formally recommended by DCLG. Whilst levels of satisfaction didn't quite achieve the target set, there has been an increase of more than 2.5% in the level of satisfaction reported in the last survey conducted in 2008 (74.2%).</p> <p>We are considering proposals that HouseMark have produced for a replacement tenant satisfaction questionnaire on a voluntary self-regulatory basis which could enable the housing sector to compare satisfaction results benchmarking against each other and look at trends over time. Lead: Lindsay Barker</p>
Ex-NI 180 housing/council tax benefit entitlement Changes	30,500	25,000	23,901 RED 	<p>38,332 changes completed demonstrating continued high volumes of work. However, only 23,901 resulted in a change in entitlement. The economic climate results in fewer changes being made as HB/CTB often remains the same even if rents increase on LHA claim.</p>
NI 181 Time to process benefit new claims/change events	15.66dys	11days	17.17 days RED 	<p>This has proved a poor measure of workloads and will be dropped for 2011/12. As can be seen, the volume of work handled exceeded target and 2009/10 but due to the way measurement takes place it shows as having missed target. Lead: Charles Warboys</p> <p>Only 1.51 days higher than 2010. This includes the effects of reduced resources earlier in the year than planned but FSR enablers have helped maintain performance and have clearly enhanced overall efficiency of processing. Improvements seen in 4th quarter were insufficient to turnaround poor start to the year as the measure is a cumulative one from 1 April. Lead: Charles Warboys</p>
Ex-NI 184 Food establishment in area, compliant with food hygiene law	91.95%	n/a	94.25% GREEN 	<p>Whilst this National indicator no longer forms part of the nation dataset – this is an excellent result and a marked improvement on last year. It reflects the greater focus given to food hygiene issues by both the government and CBC. Indicator will be removed from the corporate set in 2011/12.</p>
NI 185	Reductio	1064	Forecast	<p>This is an annual target based on carbon emissions from the previous financial year. 10/11 Lead: Colin Daines</p>

Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
CO2 reduction from local authority operations	n of 1142 tonnes of CO ²	tonnes	GREEN 	results will be compiled in summer 2011. Results for 09/10 show that the Council has reduced CO ₂ emissions from buildings and transport by 11% when compared to the 08/09 baseline. This is a total reduction of 1142 tonnesCO ₂ . The Council has made good progress through its Carbon Management Programme and as such has exceeded its carbon reduction target for 09/10. It is well on track to achieve the 10/11 and 11/12 targets based on planned buildings projects and fleet upgrades. Indicator will be replaced in 2011/12. Lead: Matthew Young
NI 186 CO ² reductions per head in CBC's area	0.3tonne less CO2 per capita	0.2 tonne less per capita	0.3 tons less CO2 per capita. GREEN – target exceeded 	This data is provided by central government based on per capita emissions in Colchester. The data runs two years behind therefore data published in 2010 relates to emissions in 2008. Per capita CO2 emissions in Colchester have reduced overall by 0.7tonnes between 2005 and 2008, this is a 10.29% reduction. The reduction between 2007 ad 2008 was 0.3 tonnes per capita (4.69%). While work in this area continues this indicator will be removed from the corporate set in 2011/12. Lead: Matthew Young
NI 188 Planning to adapt to climate change	level 2	Level 3	GREEN – achieved Level 3 	The Council has completed a self assessment matrix and has achieved Level 3 of this process driven indicator. The Council has completed “a comprehensive action plan and prioritised action in all priority areas” in order to adapt to climate change. Indicator will be removed from the corporate set in 2011/12 but the work will continue. Lead: Matthew Young
NI 191 Residual household waste per household	482.73kg	459kg	GREEN Forecast 	Figures for March show a decrease in the tonnage sent to landfill against last year. Full year figures indicate the total amount will also be lower than 09-10 once the 2010/11 property count figures are published so the NI 191 figure can be adjusted. Indicator will be retained in 2011/12. Lead: Matthew Young
NI 192 Household waste reused, recycled and composted	39%	41%	RED 40% 	The dry recycling tonnage has increased against the previous year for both the month of March and the full year figure. Year-end recycling rate for dry recycling will be 26.73%, an increase of almost 0.7%. March 2011 composting is slightly up against March 2010 although the full year tonnage collected is lower. Due to the decrease in landfill, the overall year-end composting rate is







Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
<p>NI 194 Level of air quality – % reduction in NO_x and primary PM₁₀ emissions through CBC's estate and ops</p>	<p>Nox > 23% PM10 > 36%</p>	<p>>2%</p>	<p>Forecast GREEN </p>	<p>13.52%, an increase of 0.54% on last year. Indicator will be retained 2011/12. Lead: Matthew Young</p> <p>As with NI185 this is an annual target based on air quality emissions from the previous financial year. 10/11 results will be compiled in summer 2011. Results for 09/10 show that the Council has reduced Nox emissions from buildings and transport by 23% and PM10 emissions by 36% when compared to the 08/09 baseline.</p> <p>As with NI185 The Council has made good progress through its Carbon Management Programme and as such has exceeded its air quality target for 09/10. It is well on track to achieve the 10/11 and 11/12 targets based on planned buildings projects and fleet upgrades. Indicator will be removed from the corporate set in 2011/12 but work will continue. Lead: Matthew Young</p>
<p>NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting (FP))</p>	<p>Litter 5% Detritus 5% Graffiti 4% FP 0%</p>	<p>Litter 4%, Detritus 4%, Graffiti 2%, FP 0%.</p>	<p>Litter – green 4%, Detritus – red 6%, Graffiti – green 2%, FP 0% GREEN</p>	<p>Litter, graffiti and fly-posting have all remained on target for the end of year figures; however detritus at 6% is slightly over the corporate target. Specific areas that were inspected highlighted “hot-spot” areas, mainly terraced housing without off street parking which is particularly difficult to sweep due to parked cars and fast flowing ‘A’ roads. It is envisaged that with the introduction of zone working, these particular areas can be focused on in the future in addition to having individual zone targets. Indicator will be removed from the corporate set in 2011/12 as new measures are put in place with the new working practices. Lead: Matthew Young</p>
<p>NI 196 Improved street and environmental cleanliness-flytipping</p>	<p>393</p>	<p>350</p>	<p>GREEN 247 </p>	<p>A significant fall in fly-tipping across the Borough has seen the yearly target improved by of over 100 reported fly-tips. Good publicity and recent joint working with Essex Police has highlighted the issue. Several good investigations and potential prosecutions have all contributed to the fall, along with the inclusion of the free bulky waste collection service which has served to remove rubbish which may have ordinarily been fly-tipped illegally. Indicator will be removed from the corporate set in 2011/12. Lead: Matthew Young</p>






Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
-----------	--------------	--------------	--------------------	--------------------------

Local and Life Chances Indicators

ex-8 Invoices paid on time	97.8%	98.5%	97.43% RED 	Minor reduction due to short term difficulties caused by introduction of new e-procurement system. Issues now resolved. Indicator will be removed from the corporate set in 2011/12 Lead: Charles Warboys
Ex-9 Council Tax collected	98.3%	98.5%	98.4% RED 	0.1% down from target figure. Negligible difference. Improvement on 2009/10 even with continued difficult economic climate. Indicator will be retained for 2011/12. Lead: Charles Warboys
ex-10 Business Rates collected	98.5%	98.5%	98.5% GREEN 	On target. Indicator will be retained for 2011/12. Lead: Charles Warboys
ex-12 sickness rate (average working days /employee	8.75 days	8 days	8 days GREEN 	Sickness has improved slightly in the last year. We have experienced a more proactive approach to line management and reporting and HR are also monitoring the impact that organisational uncertainty (e.g. FSRs, budget reductions etc) and new/increased flexible working practices are having on sickness levels. Indicator will be retained for 2011/12. Lead: Lucie Breadman
Ex-79a Benefit claims processed correctly	89%	90%	90% GREEN 	Training regime implemented to continue improving standards but this measure is not a good indicator as methodologies have changed and as such it will be removed from the corporate set in 2011/12. Lead: Charles Warboys
Ex-204 Planning appeals allowed against our decision to refuse	17%	30%	30.8% GREEN 	The appeal performance of the Service has been good and is on target. The figure suggests that decision making is healthy. Indicator will be retained in 2011/12.
ex-218b % abandoned	96%	98%	97% RED	Dec All other months 100% removal target met – during Dec 2010, vehicle removal was delayed in some cases due to the heavy snow. Lead: Bev Jones

Appendix 2 – 2010/11 Indicators performance results including direction of travel

Indicator	09/10 Result	Target 10/11	Result & DOT 10/11	Year End Report Comments
vehicles rmd in 24 hours				Indicator will be removed from the corporate set in 2011/12. Lead: Matthew Young
ex-212 Average time to relet council houses	34 days RED	General Needs 28 days Sheltered housing 47 days Temp Accom 43 days	General Needs 18 days GREEN Sheltered housing 45 days GREEN Temp Accom 59 days RED	The overall performance for re-letting council properties has improved by 10 days from the outturn reported at the end of last year. Overall 24 days -  GREEN This has been achieved by reducing the time it takes to re-let General Needs and Sheltered properties which have exceeded the targets by 10 days and 2 days respectively. Whilst the target for re-letting Temporary accommodation has not been achieved there has been an improvement from 63 days at the end of December to 59 days at year end. Indicator will be retained in 2011/12. Lead: Lindsay Barker
ex-213 Homelessness cases prevented % per 1,000 hhs	4%	4%	4% GREEN 	4% equates to 286 cases where homelessness was prevented which is in line with out target and where we aimed to end this years performance. Indicator will be retained in 2011/12. Lead: Gareth Mitchell
Life Chances 10 Reduce Decent Homes gap	GREEN	12	12 GREEN 	This Life Opportunities target is to improve the standard of private housing in New Town ward. 10 homes received major work this year (new windows, solid wall insulation, etc) funded by the NHS Warm Homes project; and 2 have been awarded Home Repair Loans. Indicator will be retained in 2011/12. Lead: Gareth Mitchell
Life Chances 13 Reduce 'bad debt' evictions	18	30	15 GREEN 	There have been 8 evictions due to rent arrears in the last quarter bringing the outturn for the year to 15. This is an improvement on the previous year and underlines the successful work of Colchester Borough Homes in assisting tenants to manage their finances and sustain tenancies. Indicator will be replaced in 2011/12. Lead: Lindsay Barker

Appendix 3 – Summary of 2011/12 Corporate Indicator Set Proposals

Indicator	Target 2011/12	Comments
-----------	----------------	----------

Resources & Organisational Key Indicators

KI R1 % Council Tax collected	98.5%	% Council Tax collected indicator for 2011/12 proposed to remain at the target level for last year. Year end performance was 98.4%.
KI R2 % NNDR Collected	98.5%	Business rates collected indicator for 2011/12 proposed to remain at the target level for last year. Year end performance was 98.5%.
KI R3 Sickness rate	8 days	Proposed to retain the sickness rate (average working days/employee) at the same level as last year which remains challenging given the climate and significant.
KI R4 Reduce CO2 from LA Ops	Less than 25% by 2012	Environmental indicator which sees the LA leading the way to try to reduce CO2 from its own operations. The measurement period is September 2007 to 2012.
KI R5 Forecast variance at yr end	-2% to +1%	This measure is the variance against net budget at year end and if achieved would see us between £500k under and £250K over.
KI R6 New Customer Service Excellent Achievements	3 Awards	Achievement of Customer Service Excellence for 3 more services in 2011/12.
KI R7 Avoidable Contact	10% of contacts	This measure aims to minimise the proportion of customer contacts (to 10% or less) that are of low or no value to the customer thus is important for efficiency and customer service.
KI R8 Achieve FSR savings	£3.9m	Achievement of budgeted Fundamental Service Review savings in 2011/12.

Housing Key Indicators

KSI H1 Net add homes provided	650	This indicator measures the net increase in dwelling stock over one year. We have not seen evidence of growth as quickly as expected and the loss of Affordable Housing Grant from the HCA has also impacted this area so a cautious target in line with growth for 2010/11. A full review of the Housing Trajectory will take place later in the year.
KSI H2 No. of affordable homes delivered (gross)	117	This indicator measures the number of affordable homes that are delivered in the Borough. The 2011-12 (117) target reflects what is known locally about the impact of changes to the way affordable housing will be delivered and local and national house building trends and as said above the loss of Affordable Housing Grant will impact.
KSI H3 No of Homelessness cases prevented	280 cases	This is a proactive measure aiming to reduce homelessness by preventing it happening in the first place and putting resources in place to support families or individuals who risk being made homeless due to a number of different reasons.

Appendix 3 – Summary of 2011/12 Corporate Indicator Set Proposals

Indicator	Target 2011/12	Comments
KSI H4 % non-decent council homes	8%	The target for 2011/12 is provisional at this stage. Surveying of the remaining stock continues to determine what decent homes work is required for this period. Once the survey work is complete we will be better placed to provide a target on the basis of up to date information. We aim to be able to do this at the end of the 1 st quarter, i.e. July 2011.
KSI H5 (life ops) Reduce Decent Homes Gap	50 by 2013	The target aims to reduce the gap between the borough average and the worst affected area for private sector houses falling below the decent homes standard.
KSI H6 Rent Collected	98.8%	% of rent collected of the rent due including arrears from previous years carried forward by current tenants. This measure is delivered through work done by Colchester Borough Homes and as such is subject to alteration by them and is draft as agreement needs to be clarified at the next partnership meeting.
KSI H7 Avg time to re-let council houses	Overall	This indicator measures the time it takes to re-let council homes once they have become vacant. This measure is delivered through work done in partnership with Colchester Borough Homes and as such is subject to alteration by them and is draft as agreement needs to be clarified at the next partnership meeting.
	General	
	Sheltered	
	Temp	

Planning Key Indicators

KSI P1 processing of planning applications	Majors 65%	Whilst setting a target which exceeds the national minimum standards (Major 60%, Minor 65% and other 80%) is recognised as important in order to demonstrate an intent to improve, it is important to also recognise the stretched staff resource in the service. This resource will be tested even further as the much debated plans to overhaul the planning system are implemented over the next year (not least the introduction of local fee setting). This is the national average calculated by PINs (Planning Inspectorate) and represents a level at which they feel good (healthy) planning decisions are made.
	Minors 70%	
	Others 85%	
KSI P2 Planning appeals allowed against our decision to refuse	30%	

Appendix 3 – Summary of 2011/12 Corporate Indicator Set Proposals

Indicator	Target 2011/12	Comments
-----------	-------------------	----------

Waste and Recycling Key Indicators

KSI W1 No. of weekly missed bin collections	Max of 15 refuse	This is a new indicator that monitors the effectiveness of bin collections ensuring that missed bins are kept to a minimum. The weekly figures represent 0.01% of collections.
	Max of 15 recycle	
KSI W2 Residual household waste per hh	450 kg per hh	This indicator measures the weight of household waste collected. We are proposing to reduce (improve) slightly from our achievements in 2010/12 of 459kg.
KSI W3 Household waste reused, recycled and composted	42%	This indicator measures the % of Household Waste that is collected, reused, recycled and composted. We are proposing an improvement of 2% from our performance in 2010/11.

Benefits Key Indicators

KSI B1 Time to process HB new claims & changes	Half Year: 17 days, Year end: 6 days	<p>This indicator measures our responsiveness to processing new claims to Housing Benefits and Changes of Circumstances. An average time taken to process, in days, makes up the measure.</p> <p>In order to assess the progress from FSR changes, we need to monitor the half year and year end stage discretely, rather than show a cumulative average as in the past. Targets are therefore 17 for the half year stage and 6 days by year end.</p>
--	---	---

Strategic Plan Action Plan 2010 -11 actions

Appendix 4

This action plan provides the year end position for each of the agreed Strategic Plan Actions during 2010/11. A 'Green' update represents an action where the expected outputs for 2010/11 were achieved and 86% of the actions below have this status, conversely 'red' is where all or some element of the action did not achieve expectations and the update provides a comment to explain this more fully.

Addressing older people's needs

Action	Outcome	Outputs	Update	
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Monitor Service Level Agreement(SLA) with Age Concern Help older people access £600,000 extra income	SLA and performance being regularly monitored. Based on first 10 months of year, year end performance likely to be: £1,274,400	G
Continued support for quarterly Colchester 'Older People's Forum'	Clearer understanding of priorities for older people's services	Quarterly meetings held where actions on workplan are reported on and updated. Web pages created, promoted and updated with relevant information.	Forum continues to meet quarterly and is updating its priorities having made progress against some already.	G
Care Village Project following the assessment of older people's housing needs to prioritise investment	Improve perceptions of safety for citizens in later life Promote independence in the home Dispel the myth that people in later life are a burden	Agree procurement and secure partner. Agree design Seek capital and revenue funding working in partnership with the Homes and Communities Agency and Essex County Council	Plans for this are on hold due to the disposal of Layer Road on the open market and changes to the availability of public funding. Until a site can be found plans for this project cannot progress.	R
Complete a strategic review of accommodation for older people.	Support independent living for older people	Strategic review document Recommendations report to Portfolio Holder regarding the 6 council sheltered housing schemes under review.	A review of all of the Council's sheltered housing schemes has been completed. Recommendations will come before Cabinet in the new municipal year. Wider review of all accommodation to be undertaken in 2011/2012 with Member led task and finish group.	G

Action	Outcome	Outputs	Update
		<p>Implementation plan developed with CBH.</p> <p>Increase the breadth of services available in relation to community alarms.</p>	<p>In August 2010 The Community Alarms Team won a contract from NHS for Telehealth which monitors COPD patients in their homes over Colchester & Tendring.</p> <p>Community Alarms also offer all equipment associated with the Telecare systems.</p>
<p>Essex Safeguarding Adults Board audit / self assessment to be completed.</p>	<p>The council fulfills its responsibility to ensure the safety and wellbeing of vulnerable adults who access its services.</p>	<p>Self assessment submitted to Essex Safeguarding Adults Board highlighting current practice and gaps to enable action plan / training.</p>	<p>Initial audit/self assessment submitted by deadline to Essex Safeguarding Adults Board.</p>
<p>Draw up an action plan of work around the University Partnership to increase the Mobilisation of the third sector.</p>	<p>Mobilisation of the third sector to support older peoples' needs</p>	<p>Action plan of joint work on this subject with the University</p>	<p>Meetings held with University of Essex and Colchester Community Voluntary Services representatives and joint action plan developed.</p>
<p>Work with key strategic partners to develop a co-ordinated multiagency commitment to the Strategic Plan Priorities through Infopoint @Colchester</p>	<p>The Council works in partnership across the public sector to provide a single point of access to customers in relation to our Strategic Plan Priorities</p>	<p>Evaluation of Infopoint@Colchester strategy</p>	<p>Public service partners have committed to delivering their services on a weekly basis within the CSC. For example ECC (incl. Carers service) are present 3 days of every week. NHS runs mini health checks and provides falls prevention advice one morning of every week.</p>
<p>Carry out food poisoning awareness initiatives to educate</p>	<p>Reduced levels of illness and deaths in older people due to</p>	<p>Training sessions arranged in appropriate venues and guidance published in various forms.</p>	<p>Advice document is available on web-site and at CSC and presentations were made to the clients at our Activity Centres.</p>

Action	Outcome	Outputs	Update
older people on health risks arising from poor practices.	food poisoning incidents. Less wastage of food and consequent savings.		

Addressing younger people's needs

Action	Outcome	Outputs	Update
Work with key partners to ensure the safety and wellbeing of our Children 36	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Submission of Section 11 (Children Act 2004) audit to Essex Safeguarding Children's Board and presentation to the Board on CBC's safeguarding arrangements. Proactive membership of and participation in the North East Essex Children's Trust Board's "Stay Safe" sub-group	Section 11 audit submission made to Essex Safeguarding Children Board on deadline. CBC judged to be "effective" and commended for its proactive approach to safeguarding children. Proactive involvement of CBC Safeguarding Coordinator in sub-group now well-established
Increase collaboration between the council, local schools and their students	Effective communication and partnership working between CBC, local schools and students	Agree with CCYPSP partners (including schools) a "Life Opportunities" target around primary school attendance	New attendance project started at Monkwick School in January 2011. Another planned for St. John's will be implemented in the summer term - with the first 2 week block beginning Monday 16th May - 2011.
Train a member of staff at each of the 11 Children's Centres in Colchester to deliver Benefits advice to families accessing	Increased income for those families who can access benefits.	Deliver training to designated member of staff in each Children's Centre. Provide advice to those workers.	Achieved: 80 members of staff trained; and welfare rights advice line extended to 'all-day' service to support them

Action	Outcome	Outputs	Update
<p>these centres.</p> <p>Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities</p>	<p>Provide younger people with the skills to enable them to compete effectively in changing economic conditions</p>	<p>Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement</p> <p>Deliver the Future Jobs Fund Project (88 work placements for unemployed people aged 18-24) in collaboration with partners</p>	<p>R</p> <p>North East Essex Education Business Partnership was wound up in April 2010. Functions transferred to the local Area Planning Group which has an educational rather than a business engagement remit.</p> <p>G</p> <p>89 work placements have been found for local unemployed young people aged 18 to 24 years old.</p>
<p>To review swimming lesson provision in primary schools with the aim that by the age of 11 (Key Stage 2) every child has an opportunity to learn to swim at least 25m unaided</p>	<p>More local young people have the opportunity to learn to swim and more Primary School aged children attending swimming lessons at Colchester Leisure World</p>	<p>Complete a review of primary schools swimming lessons that identifies any primary schools not offering swimming lessons by end of July 2010.</p> <p>Support those Primary Schools not offering swimming lessons to increase access to swimming lessons for their pupils (either during or outside of school) by Dec 2010.</p>	<p>R</p> <p>Review completed in partnership with Colchester Blackwater Schools Sport Partnership (SSP).</p> <p>Due to change in SSP manager, and slow response from schools, the review took longer than anticipated. Therefore the delivery of support to primary schools began in April 2011.</p> <p>R</p> <p>Using NHS NEE funding of £20k a programme of free swimming lessons for schools has been developed. Life Opportunities target schools are first priority, followed by those schools identified in the Review as needing support to deliver swimming lessons.</p> <p>Week beginning 5th May 2011 4 schools (approx 100 children) will begin a 10 week course of free swimming lessons at Leisure World Colchester.</p> <p>Schools asked to prioritise those children unable to swim 25m unaided.</p> <p>During Easter holidays SSP in partnership with Leisure World Colchester staged free intensive swimming lesson programme for children identified as unable to swim 25m</p>

Action	Outcome	Outputs	Update
Organise a varied programme of subsidised or free activities on 50 days (including school holidays) in at least 5 different venues in the Borough to include: Castle Park adiZone St.Anne's MUGA New Town MUGA	More opportunities for young people to participate in sport and physical activity Increase number of venues where subsidised or free activities are available during main school holidays (Expanding Sport in the Park project from 2009/10)	External funding and partnerships agreed Dates for the activities agreed Activities agreed and planned	unaided. 100 places available 83 free activities or events attended by over 2000 people delivered at a range of sites across Colchester. Events included 'Sport in the Park' during school holidays in Castle Park, adiZone St.Anne's MUGA & Old Heath Rec Other highlights included the Urban Games at Highwoods Sports Centre and schools & community activities as part of the Tour of Britain event

38

Community Development

Action	Outcome	Outputs	Update
Develop a Programme to engage local communities in local decision making and service delivery. Engage residents and community groups in target wards to foster increased community spirit and achieve	Capacity building within Community for engagement with decision making Increased pride in community and reduced fear of crime Identification of possible opportunities	Maximise the opportunities for community engagement and consultation work through opportunities such as: <ul style="list-style-type: none"> • The evaluation of the Safer Colchester project • Academy in the Community • Town Centre / Cultural Quarter and new communities in North Colchester • Tour of Britain • Olympics 2012 	Community engagement work has been carried out to progress many of these opportunities including a detailed public survey for the Safer Colchester pilot and a public consultation for the town centre proposals. Profiling of the local community around the new Academy has taken place to determine community need

Action	Outcome	Outputs	Update
community priorities	provided by the Sustainable Communities Act 2007.		
Invest in voluntary sector organisations to direct work at our Strategic Plan priorities	The voluntary sector contributes work to achieve our strategic priorities	Grants agreed Grants awarded Apr 10 Monitor performance Funding process will begin again for the funding year 11-12.	Voluntary Welfare grants for 11-12 awarded. Monitoring has been agreed.
Work with communities to release resources from a range of resources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by member of community development team Heads of Terms for Forest Road centre agreed and signed Heads of Terms for Tiptree Community Centre agreed and signed	Development Team attended regularly and s106 funding for community infrastructure being requested where appropriate. Forest Hall lease signed with Coline Housing. Tiptree Community Centre lease signed and contractor appointed. Garrison Gym expressions of interest received x 3. Decision panel due to meet 28 th April. New Braiswick Park lease being negotiated.
Support regular meetings of the Multi-Faith Forum	Better engagement of all faith groups in Colchester	Regular meetings are held where issues and information can be shared and solutions sought. New CHAIR from forum members is appointed to take group forward.	Faith Forum being chaired by a member of the forum and they are negotiating joining up with other forums in Essex.
Review Equality Framework rating of 'Achieving' with a view to achieving 'excellent' level of the	Successful migration from Level 3 of the old Equality Standard to new Framework.	Access support from the EELGA to enable successful migration to the new Framework. Agree the actions required to	The introduction of the Equality Act in 2010 has led to a shift in the priority and relevance of the Framework. Other changes include the withdrawal of Improvement East funding, increased external assessment fees, and the closure of regional networks. This section has been updated

Action	Outcome	Outputs	Update
<p>Framework in 2012.</p>	<p>Address gaps and aspire to 'excellent' standard by 2012 and by doing so providing Leadership and high standards both internally and externally with regard to Equality and Diversity.</p>	<p>enable excellent level assessment by 2012.</p> <p>Seek out and where applicable adopt best practice.</p> <p>Consider 'peer review'</p>	<p>in the 2011-12 SPAP.</p>
<p>Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the 'skills' and 'worklessness' Life Opportunities targets.</p>	<p>Increased skills levels and decreased levels of worklessness amongst residents.</p>	<p>Take-up of numeracy, literacy, IT and ESOL training.</p> <p>350 residents to attend an employment and training event with 60 to take up an offer.</p>	<p>10 residents took up ESOL training in partnership with TaCMEP;</p> <p>2 Learning Champions appointed who work to promote training.</p> <p>3 Training & Skills Fayres held with approximately 350 attendees with 50 taking up offers; plus 8 work clubs established helping approx 140 people p.a.</p> <p>1:1 advice sessions taking place in the Nightshtelter, Open Road, Children's Centres & Schools.</p>
<p>Work in partnership to acquire additional burial land to deliver the provision of a Jewish burial area and extension of the Anglican burial area</p>	<p>Acquisition of the land will meet the identified need from the Jewish comnity & provide much needed ext to the Anglican burial area.</p>	<p>Land acquired</p> <p>Development of infrastructure needed for burial land (access etc)</p> <p>Development of defined Jewish burial area</p>	<p>Significant progress made towards acquiring the land required to bring this to a conclusion. Likely to be resolved in early part of 2011-12.</p>
<p>Work with communities to increase positive and</p>	<p>Reduction in the incidence of dog fouling, strays and</p>	<p>Roadshows, Educational and promotional events & communications</p>	<p>The Animal Control Team has supported:</p> <ul style="list-style-type: none"> the West Mersea, Shrubend/St Michaels and St Annes Days of Action

Action	Outcome	Outputs	Update
responsible dog ownership	dog attacks	School Education programme Increased enforcement Increased commercial activity in relation to sale of micro chipping service & dog waste bags	<ul style="list-style-type: none"> the Dogathon at High Woods Country Park RSPCA/Essex Police/CBC event at Old Heath Rec <p>We have held micro-chipping events at: Gosbecks and Wivenhoe</p> <p>We have sold more than 157,000 dog waste bags!</p> <p>Work with Young People: 1 educational event at St Anne's primary school.</p> <p>Work with Parish & Town Councils:</p> <ul style="list-style-type: none"> 1000 A5 posters re dog fouling are being delivered in Rowhedge 200 A5 dog fouling posters delivered in Wakes Colne and a further 200 in Langham We attended a Wivenhoe Town Council meeting to educate and inform. We have issued two fixed penalty notices for dog fouling <p>Collaborated with the Community Street Wardens to strengthen the Borough's monitoring and enforcement for dog fouling.</p>
Deliver new Resource Centre within High Woods Country Park	Enhanced visitor facilities and increased community opportunities.	Negotiated tender price to deliver project within budget New resource centre	<p>R</p> <p>It has not been possible to negotiate price down to budget. Public consultation has been carried out to determine local needs for additional community facilities. Outcome will be used to support applications for external funding. No applicable external funding opportunities have been identified.</p>
Adoption of Colchester Allotment Strategy	Adopted allotment strategy	Clarity over future direction for allotment provision and management	<p>G</p> <p>Allotment Strategy has been adopted March 2011 following presentation to Policy Review and Development Panel.</p>

Community safety

Action	Outcome	Outputs	Update
Reduce anti-social behaviour in wards in Colchester in line with Life Opportunities targets.	Anti-social behaviour is reduced in identified areas.	Regularly monitor work contained within the 'crime' Life Opportunities action plan.	Anti-social behaviour continues to fall across the borough
Co-ordinate a series of Community Days of Action to tackle crime and improve the quality of life in neighbourhoods	Reduced anti-social behaviour and fear of crime	3 days organised and delivered	Days being delivered every four months (latest one in St Anne's in March). These days are now being followed by three months of intensive activity delivered by the Safer Colchester Project to reduce anti-social behaviour and fear of crime.
Together with our partners further develop and sustain the development of 15 Neighbourhood Action Panels to ensure crime and quality of life issues are being actioned and resolved.	Reduced crime, anti-social behaviour and improve responsiveness of Police, CBC and ECC to local community issues.	15 panels serviced on a monthly or bi-monthly basis Evaluation of effectiveness of NAPs going forward	15 NAPs continue to be delivered, with priorities being set by local residents and community leaders: Safer Colchester Partnership streamlining some panels where local people want it (for example, St Andrews and St Annes panel likely to merge). Co-ordination with Street Service zones being explored.
Embed the Community Street Wardens (CSW) role in the specific wards	The CSW is recognised by the community as a resource Community feels more supported and cohesive	Patrol rate increases Better informed daily tasking Increase in community activities Decrease in anti-social behaviour	CSWs are clearly embedded within their communities now and working well with local stakeholders and residents. Patrol rate target is 85% and has been consistently around 94% since April 2009. From Mar' 10 – Sept' 10 the CSW's have achieved 1,083 Community Activities. This large number is due to £7,000 of funding being secured from Child First.

Action		Outcome		Outputs		Update	
Implement a new graffiti policy	Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	Racist and offensive graffiti cleared within 1 working day of report All zones cleaned once every 6 weeks Reports top Police every 6 weeks Graffiti bulletin board established	Dedicated graffiti team in place since April 2010. Racist and offensive graffiti cleared within timescales. The majority of reports requiring clearance to date are responded and cleared within 6 working days.	G			
Deliver message on Emergency Planning “warning and informing” the public of action to take in an emergency.	Greater awareness of public reflected by increased levels of response to Place Survey.	Public meetings and publicity aimed at delivering message.	Various publicity initiatives carried out including presentations given to Parish and Town Councils, Essex Almshouses Association and other groups.	G			

Congestion busting

Action		Outcome		Outputs		Update	
Work in partnership to release land and deliver the A12 junction, the Northern Approaches Road and the Busway.	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	Planning permission for 1 st phase of Severalls Delivery mechanism for NAR and the Busway	A12 junction delivered ahead of schedule. Discussions ongoing with partners to resolve outstanding issues re Severalls and associated infrastructure incl. NAR3 and busway. Phase 1 outline planning permission extended to March 2015.	G			
Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester	Increase the attractiveness of the town centre as a place to live, work, shop and visit. Reduce greenhouse gasses produced by transport	Consider as a consultee the planning application to be made by ECC Agree heads of terms with ECC for lease of P&R site Provide support to ECC in order to secure funding	Planning application submitted by ECC, for determination in mid 2011 by ECC. CBC have identified it as priority project in draft response to Integrated County Strategy and Local Investment Plan. Heads of terms were held pending submission of planning application. Discussions now being initiated with ECC.	G			
Enhance existing and	Increase the levels of	1km of Foot and Cycle paths	High Woods Path through towards town centre has been	G			

Action	Outcome	Outputs	Update
<p>construct new cycle routes and create opportunities through parks linking together existing routes using Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes and train</p>	<p>people cycling. Improved cycle links across the borough Reduce greenhouse gasses produced by transport</p>	<p>improved across High Woods Country Park towards town centre. Support removal of 'no cycling' restrictions in certain subways and town centre streets Approve a new strategy for phase 2 of Cycle Town Identifying solutions where barriers to continuous cycle networks exist.</p>	<p>G upgraded. Crouch Street scheme delivered and additional consultation re deliveries and loading underway. Orders have been published to allow cycling certain town centre streets G Changes at national level withdrew future funding for Cycle Town. G Developing supplementary planning document and have informed ECC LSTF submission. Cycling identified as a priority project for Integrated County Strategy and Local Investment Plan. G Consultation undertaken on cycling along riverside path in Lower Castle Park and along Folley. Further survey work undertaken. A formal decision has yet to be taken.</p>
<p>44 Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages</p>	<p>Transport Strategy for Colchester included in LTP3 using LDF documents as a basis and A12 Corridor Towns DASTS study to inform strategy.</p>	<p>Updated Transport Strategy Document for Colchester for inclusion in LTP3.</p>	<p>G Outline of Transport Strategy included in LDF documents, Local Investment Plan and Integrated County Strategy. Support given to inform ECC LSTF submission</p>
<p>Continue engagement in reducing vehicle congestion in North Colchester Business Park through employer-engagement events.</p>	<p>More people walking and cycling to work</p>	<p>Cycle to work challenge Launch of walk to work maps</p>	<p>G Handover from Highways Agency to Travel Plan Club (TPC) completed in March 2011. Members of NCBP project integrated into TPC from April 2011.</p>

Action	Outcome	Outputs	Update
<p>Set up a travel behavioural change programme working with existing communities</p> <p>Commence changes to the town centre to reduce traffic and improve reliability of the bus operation</p>	<p>Increase the number of people using alternative methods of travel to access schools, employment and the town centre</p> <p>Increase the operational reliability of passenger transport especially in the town centre.</p>	<p>Workshop held with ECC and partners to identify priorities and actions for education, employment and residential developments</p> <p>Consultation on changes to the town centre highway network</p> <p>Approve designs for Head Street public realm</p> <p>Commence delivery of measures to improve the public realm and transport</p>	<p>Bid made to East of England Development Agency for European Regional Development Fund funding for NCBP specific projects in February 2011</p> <p>Organisational changes for key partners including ECC have reduced resources in these areas however joint working undertaken to include travel change behaviour programmes in LIP and ICS</p> <p>Following engagement event November 2010 additional meetings with various Access Groups and retailers undertaken. Results of additional public engagement with certain representative groups and individuals were presented to Cabinet April 2011 and agreed. Actual work commenced on traffic regulation orders for publication in April 2011, with publication expected late May/early June 2011.</p>
<p>45</p> <p>Improve the environments in and around Colchester's Town station, and improve access to Colchester North station through the pilot Travel Plan</p>	<p>Develop the Town Square to complement the new Magistrates court</p> <p>Increase the number of people using alternative methods of travel to access the station and places of employment.</p> <p>Reduce greenhouse gasses produced by transport</p>	<p>Increase cycle parking at North Station</p> <p>Produce and distribute 'Travel to the station' guide to existing and new users</p> <p>Deliver Station Travel Plan's year 2 actions</p>	<p>Discussions under way with National Express East Anglia and HM Court Services on design and future maintenance.</p> <p>New secure cycle park installed at North Station and operational in October 2010.</p> <p>Cycling to the station guide produced and available.</p> <p>Year 2 action dominated by NSIP delivery by NXEA</p>

Action	Outcome	Outputs	Update
To include 20mph as part of future transport strategy	Better local communities with safer streets and more people walking and cycling for local journeys	Agreement with ECC to commence community engagement Delivery of 20mph included in Transport strategy	Progress reported to Sept Policy Review and Development Panel. Decision that further lobbying of ECC required before commencing community engagement. CBC's formal response to ECC's LTP3 consultation included 20mph
LDF Preparation; Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.	Spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities.	Site Allocations DPD	Site Allocations and Development Policies DPDs adopted Oct 2010
Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010.		Dev Policies DPD	NS and North Colchester. masterplans on hold awaiting transportation modelling work and further consideration on other aspects requested by LDF Committee
Supplementary Planning Documents due for adoption 2009 – 11.		NS Masterplan North Col. Masterplan Affordable Housing SPD	Affordable Housing SPD to be considered by LDF Committee in June 2011

Enabling job creation

Action	Outcome	Outputs	Update
Exploit Colchester's strategic location between London,	Colchester will have a below average level of worklessness	Create 50 new jobs through Foreign Direct Investment	Work with East of England International to secure a Spanish scientific development company HQ which will result in 22 new jobs

Action	Outcome	Outputs	Update
<p>Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects</p>		<p>Refresh 'Choose Colchester' inward investment promotion pack</p> <p>Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries</p> <p>Use culture led place marketing to attract inward investment</p> <p>Review and formalise inward investment new working arrangements with partners</p> <p>Secure 10 active inward investment leads</p> <p>Work in partnership with the Haven Gateway Wind Port Group to help realise the supply chain benefits for Colchester resulting from this development</p>	<p>G</p> <p>Review of inward investment promotion material underway</p> <p>G</p> <p>Closer working with EEI has resulted in increasing the number of active leads and successful company location</p> <p>G</p> <p>Creative Colchester Strategy being developed by Tom Fleming Associates, draft for December 2010</p> <p>G</p> <p>On track with EEI. Awaiting formal response from Essex CC inward investment team</p> <p>7 active leads secured</p> <p>G</p> <p>Colchester companies identified for inclusion on renewable energy supplier list – ongoing meetings with the Group and Hutchinson Ports to realise the development of a viable Harwich based Wind Port</p>
<p>Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents</p>	<p>The needs of local business are met within major development projects</p>	<p>Provide policy expertise to help secure additional 3.2 ha of employment land defined as being of high quality</p> <p>Convert 20 redundant rural buildings into commercial use</p>	<p>G</p> <p>Policy input enabled target to be achieved</p> <p>G</p> <p>Redundant rural buildings brought into commercial use creating 6 holiday units and 9 B1, A2 and B8 units</p>
<p>Use planning gain and other funding streams to raise the number of apprenticeships and increase the take up of training and employment</p>	<p>The skills of the local workforce improved so people are able to compete effectively in changing economic conditions</p>	<p>Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships</p>	<p>R</p> <p>Partly achieved through adoption of a planning gain SPD for Employment Land and Business Space. The draft SPD for Employment and Training has yet to form additional policy</p> <p>R</p> <p>'Crossing the Gap' placed on hold by the local APG CBC focus switched to future Jobs Fund and new</p>

Action	Outcome	Outputs	Update
opportunities		<p>Create in partnership with the North East Essex Area Planning Group an additional 100 company placements/apprenticeships as part of their 'Crossing the Gap' initiative</p> <p>Secure agreement for the utilisation of s.106 funding to address employment and skills issues in the borough</p> <p>Source, bid and secure additional funding streams to increase take up of employment and training opportunities in the borough</p>	<p>funding streams</p> <p>Achieved on Sainsbury development and Paxman development (£374,000)</p> <p>Funding streams totalling £1.7m have had bid/will have bids submitted in current financial year</p>
Increase incubation and grow-on space to sustain business growth	The needs of local business are met within major development projects	<p>Secure funding and management arrangements for incubation and grow on space in North Colchester</p> <p>Influence and provide policy expertise for the development of additional incubation and grow on space at other sites such as Stane Park</p>	<p>Completed for the North Colchester business incubator with a further £500k secured for Creative Incubator in the town centre</p> <p>Potential sites identified for inclusion in the Colchester Investment Plan</p>
Support the creation of new businesses by working in partnership with other agencies nationally and regionally to market Colchester as a preferred business location	Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	<p>Actively support campaigns such as National Enterprise Week in November to encourage the growth of self employment and business start up activity</p> <p>Utilise LAA1 Reward Grant and partner contributions to increase the level of business start up particularly from those who are currently under represented in the business community</p>	<p>Local promotion and participation activities planned to support national campaign</p> <p>Successful delivery of agreed outcomes – final tranche of Performance Reward Grant funding has been withdrawn following budget cuts required by The Essex Partnership in June 2010</p> <p>Successful placement of copy in business and tourism publications</p> <p>The Memorandum of Understanding has amended</p>

Action	Outcome	Outputs	Update
<p>Raise the skill levels of the local workforce to obtain better paid employment by innovative collaboration with employers, educational institutions and other key partners</p>	<p>The skills of the local workforce improved so people are able to compete effectively in changing economic conditions</p>	<p>Promote Colchester through targeted trade publications using editorial rather than paid for advertising</p> <p>Review the existing Memorandum of Understanding with Business Link re new 3 year contract with EEDA which includes business support as well as inward investment and skills</p> <p>Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1%</p> <p>Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose</p> <p>Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough</p> <p>Implement the Colchester internship/company placement scheme with the University of Essex</p> <p>Work with the Colchester Business Group on initiatives to promote the Colchester offer to local and external companies including those in emerging sectors such as creative and</p>	<p>to reflect the changing role of Business Link and its preferred supplier the East of England IDB</p> <p>From Dec 2008 to Dec 2009 the percentage of the working age population qualified to at least Level 3 or higher rose from 44.5% to 47.7%</p> <p>The Waitrose 'model' was deployed for Sainsbury's training and recruitment programme for their new store</p> <p>Improved signposting including revamped CBC Business</p> <p>Support for the Shell Step Scheme placing 25 undergraduates in local companies</p> <p>Supported networking events and joint promotion activities</p>

Outcome		Outputs		Update
Action	Sustain and where possible strengthen the independent retail sector within the retail offering of the borough	Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	Work with the Colchester Town Centre Business Group to agree and implement projects in the town centre which will increase footfall and retail expenditure Contribution to other Town Centre land place marketing initiatives to improve sense of place e.g. night time economy Programme of coordinated events including the Christmas Lights and Colchester in Bloom	Ongoing projects including joint promotional activities and developing the digital infrastructure Being delivered through the Better Town Centre programme Formed the Colchester Christmas Group to implement a full programme of Christmas events in 2010 2010 Colchester in Bloom and Anglia in Bloom delivered with destination Colchester
	Raise the awareness of local businesses of the need to have adequate Business Continuity plans in place.	The skills and resilience of local businesses improved so people are able to continue to trade after a major incident has occurred.	Delivery of presentations and appropriate literature to local business groups and parish and town Councils	Take up has been poor despite real incidents occurring to demonstrate need. Approach to be reviewed

Healthy living

Outcome		Outputs		Update
Action	Work with wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life	Reduce levels of childhood obesity, smoking and teenage conceptions.	Regularly monitor work contained in the Joint CBC / NEE NHS work plan	Joint action plan updated ion April 11: good progress continues towards achieving our health targets

Action	Outcome	Outputs	Update
Opportunities' targets on childhood obesity, smoking and teenage pregnancy.			
Deliver the NHS funded fuel poverty scheme (Warm Homes 2)	Improved healthiness amongst target group	Fund heating and insulation work in 15 homes Report on pilot scheme outcomes	This target was achieved last year. We are using residual funding to help further residents.
Deliver training element of the Benefits Maximisation Project	Increased income to deprived households	Provide specialist benefits training to health professionals	Training provided to all Childrens Centres; Advice Line service extended to all-day coverage using PCT funding
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Advise 500 people on better insulating and heating their homes	459 people were given advice directly and a further 400 plus people helped through the Heat Seekers partnership.
Agree local priorities and an associated delivery plan in partnership with key local organisations as part of the Active Colchester Community Sport Network (CSN)	An effective co-ordinated approach to delivering local priorities Improve communication with key local partners, avoiding duplication and ensuring best use of resources	Agree priorities and a joint plan of action Deliver the plan	First Meeting of Active Colchester CSN – Strategic group took place in June 2010. Invited representatives from CBC, NHS NEE, University of Essex, Colchester United Community Sports Trust, Schools Sports Partnerships and Extended Schools. The group agreed to devote resources towards increasing participation in sport and active recreation, providing a strategic, joined-up approach to local sport encouraging partnership working and securing new investment into sport in Colchester. Many organisations affected by funding cuts or restructures, which has made developing and agreeing any delivery plan impossible. Instead key partners have worked together on proposals and joint funding to secure the medium term future of

Action	Outcome	Outputs	Update
<p>Work with partners to deliver the London 2012 Partnership Plan</p>	<p>More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport</p>	<p>Launch 5 Olympic Themed Health Walks as part of Olympic Open weekend</p> <p>Organise a Mini Olympics at University of Essex for year 3 children. All 65 Colchester primary schools will have an opportunity to participate with 12 schools – 1 from each “family” within CBSSP – qualifying for final event.</p> <p>Organise Urban Games event to attract over 100 young people who may not be engaged by mainstream sports</p>	<p>the Colchester Blackwater Schools Sports Partnership and launching the Colchester Children’s University</p> <p>Walking your Way to 2012’ project launched as part of Olympic Open Weekend in July 2010. 5 walks from 2miles to 10miles linked to colour of Olympic Rings. Each walk distance will be staged twice per year. Has achieved 2012 Inspire Mark. Additional programme based on the same format - “Cycling your Way to the Games” – has been launched & also running</p> <p>Mini Games was staged on 7th July at UoE - poor response from schools with only 2 participating. Mini Games event organised by SSP will take place in June 2011.</p> <p>Urban Games took place at Highwoods Sports Centre in August. 2010 Attendance was 169. One of 6 events across Essex which achieved 2012 Inspire Mark.</p>
<p>52</p>			
<p>Deliver a new Clubhouse facility on Abbey Field for use by local Athletics and Hockey Clubs.</p>	<p>More people participating in sport and physical activity throughout the year</p> <p>A legacy from the London Olympic Games in 2012</p>	<p>An agreed scheme</p> <p>Approval to release S299a money</p> <p>Planning Permission secured</p> <p>Building Contractors appointed</p> <p>New building completed</p>	<p>The project is progressing with the same target completion date of December 2011.</p> <p>Application for Planning permission being submitted by the Garrison by end of May.</p>
<p>Encourage and support local food businesses to participate in “Healthy Eating” award scheme</p>	<p>Increased quality of products available to Colchester residents.</p>	<p>Increased number of Colchester food businesses achieving award.</p>	<p>Number of new award holders has increased from five last year to ten in 2010-11.</p>

Action	Outcome	Outputs	Update
As Licensing Authority, use a combination of education and enforcement initiatives to reduce “binge drinking” by young people.	Reduced levels of consumption and incidents of serious drunkenness, and less impact on personal health.	Publicity campaigns around effects of excess alcohol consumption. Increased numbers of licence reviews for irresponsible sales.	Regular discussions with the Police about enforcement issues and taking forward findings of T&F group on the night-time economy. Several recent changes in Police personnel and the proposed winding up of Colchester & Tending DARG have not been particularly helpful. To be refreshed in 2011-12.

Homes for all

Action	Outcome	Outputs	Update
Co-ordinate, provide and promote an advice service with partners to make sure people get all the help they need to remain in their own homes.	More people are able to remain in their own homes	<p>Decrease accommodation to 170 households in order to achieve the Government’s target of a 50% reduction the use of temporary accommodation.</p> <p>Review use of CLG Homelessness prevention fund</p> <p>Review SLAs with partner agencies</p> <p>Implement new Housing Services Structures</p> <p>Prevent at least 300 households from becoming homeless</p> <p>Final report to Portfolio Holder.</p> <p>Investment plan agreed</p>	<p>Target achieved by its expiry date in Dec 2010 (169 households)</p> <p>Use reviewed – with new grants fir 11-1 agreed</p> <p>New SLAs being agreed now</p> <p>New structure implemented: all staff in place.</p> <p>Homeless prevention target achieved.</p>
Lead a review of private and publicly owned sites including rural exception sites to deliver new affordable housing across the borough.	Land assets are used efficiently to maximise the delivery of affordable housing.		<p>This piece of work has been incorporated into the Council’s Local Investment Plan, which identifies all known sites where housing could be developed.</p> <p>All of the Council’s Garage sites have been reviewed to determine their suitability for housing</p>

Action	Outcome	Outputs	Update
<p>Implement Colchester's Local Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas.</p>	<p>Public sector land is made available for affordable housing.</p> <p>The Planning system is used effectively to deliver safe, secure, decent and affordable homes.</p>	<p>Affordable Housing Supplementary Planning Document approved October 2010.</p> <p>Participate in sub-regional review of affordable housing delivery against LDF targets.</p>	<p>development and the first site has secured Homes and Communities Agency funding and funding from a Registered Social Landlord. This will deliver two much needed new affordable rented homes.</p> <p>SPD timetabled to go to LDF Panel on June 2011</p>
<p>Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.</p>	<p>The Planning system is used effectively to deliver safe, secure, decent and affordable homes.</p>	<p>Update the Strategic Housing Land Availability Assessment (SHLAA)</p>	<p>Document adopted.</p> <p>Annual review of SHLAA undertaken</p>
<p>Ensure that all Council homes meet the Decent Homes Standard.</p>	<p>Ensure that all Council homes meet the Decent Homes Standard by December 2012.</p>	<p>Restart decent homes programme</p> <p>Complete work to council homes which will deliver</p> <ul style="list-style-type: none"> 226 new boilers 28 new heating systems 736 homes having new kitchens 280 properties receiving renewed electrical wiring 274 new doors fitted 38 properties receiving new windows in 	<p>Decent homes work has been restarted.</p> <p>In 2010/2011 a total of 892 homes had decent homes work carried out..</p> <p>Work to properties has included:</p> <ul style="list-style-type: none"> 221 boiler/heating system replacements 418 kitchen replacements 290 receiving renewed electrical wiring 121 new doors fitted 45 properties receiving new windows 30 bathroom improvements,

Action	Outcome	Outputs	Update
		<p>order to bring them up to the decent homes standard</p> <p>Works completed</p>	<p>We remain confident that the Decent Homes programme will be completed by December 2012.</p>
<p>Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.</p>	<p>Prioritized risk based inspection of all properties in New Town with completed report.</p>	<p>Use street inspections and our neighbourhood modelling tool, Mosaic to target promotion of Home Improvement Loans within New Town ward</p> <p>50 Properties in the private sector bought up to the decent homes standard.</p>	<p>G</p> <p>Further to letters being sent out and an advert in paper has led to further residents applying to this fund. We have had a total of 56 enquiries so far.</p>
<p>Encourage the return of empty properties to use.</p> <p>51</p>	<p>A reduction in the number of properties on the council tax register empty for over 6 months in the borough.</p>	<p>Rewrite and implement the Empty Homes Strategy</p> <p>Implement opportunities in the TCHS Business Case</p> <p>Introduce a Landlords Accreditation Scheme.</p>	<p>G</p> <p>As a result of the Transforming Colchester's Housing Services Fundamental Service Review, the timescale for this has been incorporated into the 3 year implementation plan. A pilot, looking at the best ways to bring empty homes back in to use, will start in April 2011. Work has started with our Registered Social Landlord Partners to secure funding to bring empty homes back into use.</p> <p>This work is progressing through a Partnership with the Greater Haven Gateway sub-region and Essex County Council.</p> <p>G</p>
<p>Improved enforcement activity in relation to Private Sector Housing Standards incorporating wider aspects of public health to improve quality of life for occupants</p>	<p>Improved quality and supply of housing stock in private ownership</p>	<p>Linked to recommendations of the Fundamental Service Review of the Housing Service</p> <p>Increased enforcement activity:</p> <p>60 HMOs licensed</p> <p>30 Enforcement Notices served</p> <p>Prosecutions and works in default</p>	<p>G</p> <p>89 licences issued comprising 44 full and 45 draft licences</p> <p>86 enforcement notices served</p> <p>5 prosecutions instituted – 3 successful, 1 withdrawn and 1 ongoing</p> <p>4 incidences of works in default instituted</p> <p>189 inspections for financial assistance (grants & loans) = 100% of commissioned inspections</p>

Action	Outcome	Outputs	Update
		<p>instituted for non-compliance</p> <p>Efficient inspection regime:</p> <p>200 inspections undertaken in response to enquiries for financial assistance</p> <p>50 inspections of Empty Homes</p> <p>400 inspections of homes considered for private letting under the homelessness schemes</p>	<p>3 empty homes returned to use following intervention</p> <p>156 Lettings Scheme inspections = 100% of commissioned inspections</p> <p>Intervention in a further 225 cases resulting in no formal action or uptake of financial assistance.</p> <p>These activities resulted in the removal/reduction of 110 unacceptably high identified hazards to health and 26 homes made decent.</p>
<p>Implement the review of the Council's temporary accommodation for people who are homeless</p>	<p>Improved temporary accommodation and support for people who are homeless and need short-term housing.</p> <p>Better outcomes for those people housed in temporary accommodation.</p>	<p>Submit bid for capital funding to the Homes and Communities Agency</p> <p>Secure revenue funding from Essex Supporting People.</p> <p>If funding is agreed, secure planning permission for new purpose built temporary accommodation scheme on site of Ascott House.</p> <p>Finalise transfer and/or disposal arrangements for remaining units of temporary accommodation.</p>	<p>Funding secured; planning permission secured; legal agreements signed; Ascott House transferred to Family Mosaic in March 2011.</p>

Reduce, Reuse, Recycle

Action	Outcome	Outputs	Update
<p>Design and implement food waste collection trials</p>	<p>Food waste is being diverted from landfill</p>	<p>Less waste to landfill and increased recycling/composting</p>	<p>This remains part of the work programme for the waste prevention and recycling options appraisal</p>

Action	Outcome	Outputs	Update
Design and agree methods to strongly encourage participation in all waste minimisation and recycling schemes	Residents better informed about why they should recycle or compost; what materials are included and the methods used in Colchester	Less waste to landfill and increased recycling/composting percentage	This will be progressed along with the outcomes of the Street Services fundamental service review . This remains part of the work programme for the waste prevention and recycling options appraisal task and finish group. This will be progressed along with the outcomes of the Street Services fundamental service review.
Implement the key proposals in the new Street Care Strategy	Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	Less visible litter and detritus Fly posting removed within 24 hours of report Abandoned vehicles investigated within 1 working day of report Increase in a variety of targeted enforcement methods Increase in community involvement	Operational improvements continue to be implemented and remains part of the overall Street Services plan while most strategic proposals have become part of the wider Street Services fundamental service review
57 Develop the Trade Waste service and improve its viability	A viable and efficient Trade Waste service responsiveness to the needs of its customer with investigation into recycling opportunities	Reduction in net budget of £25,000 either by increasing income or reducing costs	Glass collections commenced June 10 to provide businesses with additional recycling. Uptake has been minimal and current forecasts do not predict that the £25k reduction will be met. This area will be reviewed after implementation of the Fundamental Service Review changes.
Agree and implement actions from the Energy Savings Trust (EST) one to one report	More sustainable services that reduce their environmental impact and contribute towards tackling climate change	A strategic action plan to improve the sustainability of service delivery across the Council.	A review has been carried out across all services resulting in a report of key findings and recommendations which was presented to Leadership of Place. An Action Plan has been developed and a new Sustainability Action Group has been formed to begin implementation and monitor progress.
Implement the actions from the Local Authority	Less emissions as a result of the delivery of services either	Reduction in carbon emissions of 25% by 2012 based on a	The Council reduced its Carbon Emissions by 987 tonnes in 09/10 compared to the 06/07 baseline.

Action	Outcome	Outputs	Update
Carbon Management Programme plan	in energy consumption or transport	baseline of 2006/07	The Carbon Management Plan identifies projects to provide a further 1064 tonne CO2 savings for 10/11.
Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	The Council is working collaboratively with ECC and other districts and Boroughs to develop a county wide approach to reuse. An Essex waste prevention strategy and communications plan is being developed. This will be used to support and engage local groups.
Work with the University to share knowledge and expertise around wider environmental sustainability	Better understanding of each others expertise areas Developing a joint vision & outcome	Vision & Outcomes published	A joint meeting has been held with the University to discuss common approaches to environmental sustainability and to identify joint projects ideas. Key to this is the recruitment of a carbon change coordinator for the University to work alongside the Council's climate change officer to develop the vision and projects.
Work with Eco schools to progress them through the stages of the national programme	Increase in environmental behaviours and initiatives led by Schools in their communities	Targets to be agreed with Portfolio Holder about numbers of schools achieving the various levels (MY/CD/VF)	Five years ago only 3% of Local Education Authority (LEA) schools in Colchester were registered with the Eco-Schools programme; today 87% of Colchester LEA schools are working towards accreditation making Colchester the leading authority in Essex.

Glossary of Terms

AH SPD	Affordable Housing Supplementary Planning Document
APG	Area Planning Group
A2	Change of use planning permission: A2 Financial and professional services - Financial services such as banks and building societies, professional services (other than health and medical services) including estate and employment agencies and betting offices
B1	Change of use planning permission: B1 Business - Offices (other than those that fall within A2), research and development of products and processes, light industry appropriate in a residential area

B8	Change of use planning permission: B8 Storage or distribution - This class includes open air storage
CBSSP	Colchester - Blackwater School Sport Partnership
CCYPSP	Colchester Children and Young People's Strategic Partnership
CLG	Communities and Local Government(Department of)
COPD	Chronic obstructive pulmonary disease
CSN	Community Sport Network
CSC	Customer Service Centre
CSWs	Community Street Wardens
DARG	Drug and Alcohol Reference Group
DPDs	Development Plan Documents
ECC	Essex County Council
EEl	East of England International
East of England IDB	East of England IDB Ltd (EEIDB) is a joint venture company
EELGA	East of England Local government Association
ESOL	English for speakers of other languages
EST	Energy Savings Trust
FSR	Fundamental Service Review
HCA	Homes and Communities Agency
IDeA	Improvement and Development Agency now Local Government Improvement and Development
JSA	Job seekers allowance
LAA	Local Area Agreement
LEA	Local Education Authority
LDF	Local Development Framework
LSP	Local Strategic Partnership
MUGA	Multi Use Games Areas
NAP	Neighbourhood Action Panel
NAR	Northern Approaches Road
NEE	North East Essex
NHS	National Health Service
NS Masterplan	North Station Masterplan
NVQ	National Vocational Qualification
PCT	Primary Care Trust

PFH	Portfolio Holder
P & R	Park and Ride
PRDP	Policy Review and Development Panel
SHLAA	Strategic Housing Land Availability Assessment
SLA	Service level Agreement
SSP	Schools Sport Partnership (
TCHS	Transforming Colchester's Housing Service(Fundamental Service Review)
T & F	Task and Finish

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Addressing Older People's Needs

Outcome	Actions	Outputs	GMT lead
Increased social activities and access to them for older people, leading to happier, healthier and longer lives.	Invest £20,000 of grant funding to new volunteer led clubs to help create activity and opportunities in the Borough	Increase in volunteer led clubs for older people.	M Sterling
	Deliver new activities for older people 50+ in sport and leisure	Increased take up of activities and Social Inclusion	S Grady
	Promote concessions for older people	Increased take up and accessibility of activities	S Grady
Reduce poverty and health inequalities for older people	Invest £30,000 to support the take up service by Age UK to help generate £300,000 extra income for older people.	Increased Benefit Take up for older people.	M Sterling
Support independent living for older people	Complete a strategic review of accommodation for older People. Complete a review, make recommendations and develop a joint implementation plan with CBH regarding the Council's sheltered housing schemes.	Strategic review document. Recommendations report and Implementation plan. Accommodation which better meets the needs and aspirations of older people and is fit for the future.	T Hinson
Effective partnership working to promote and safeguard the welfare of vulnerable adults in our community	Increase the number of customers using the services provided by community alarms.	Increase private household take up of Helpline products Increase take up of Telehealth services to 60 users	C Dowsing
	Complete Essex Safeguarding Adults Board (ESAB) self-assessment audit for 2011	"Effective" overall self-assessment against ESAB standards	G Mitchell
Working in partnership across the public sector to provide a single point of access to customers.	Work with key strategic partners to develop a co-ordinated multiagency commitment to the Strategic Plan Priorities through Infopoint @Colchester	Evaluation of Infopoint@Colchester strategy	P Donnelly L Rathbone
	Develop partnership working with Libraries to enable access to Council Services through a network of 7 Libraries across the Borough.	Increased take up and accessibility of Council services Increased footfall into Libraries	P Donnelly L Rathbone

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
Improved patient experience of discharge from hospital	Improve co-ordination of access to services when discharged from hospital by co-ordinating information exchange between agencies and hospital.	Improved information exchange between Older people's Forum member agencies and Discharge Team at Colchester General Hospital and Increased customer satisfaction	M Sterling
Using reminiscence activity and resources to support older people with short term memory to tap into their longer term memories in order to raise self-esteem, improve well being and relationships.	<p>Deliver funded reminiscence activity in partnership, amongst others, the Alzheimer's Society, Age UK and social services including:</p> <ul style="list-style-type: none"> • Delivery of sessions in care home and day care centres • Delivery of training for professional care givers and staff • High level of uptake for loan boxes to support reminiscence sessions 	Reminiscence Sessions, training of staff and care givers and increased uptake of loan boxes.	P Berridge

92

Addressing Younger People's Needs

Outcome	Actions	Outputs	GMT lead
Effective partnership working to promote and safeguard the welfare of children in our community	Proactive membership of and participation in the North East Essex Children's Partnership Board's "Stay Safe" sub-group.	Effective joint working locally to safeguard children and young people.	G Mitchell
Improve the skills of children and young people in the Borough.	<p>Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda such as the National Apprenticeship Scheme has the appropriate level of business engagement</p> <p>Work with Monkwick and St John's Green primary schools to run 'Attendance Reward Schemes'</p> <p>Support for Colchester Children's University (CU) by ensuring all suitable children's courses delivered by Colchester</p>	<p>Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities</p> <p>Improved attendance rates</p> <p>Increase learning activities and experiences available to 7-14 yrs olds</p>	N Myers M Sterling S Grady

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
Improve the Health, Fitness, Wellbeing and Safety of Children and Young People in the Borough.	Borough Council are approved by the university as part of its programme.	outside normal school hours.	
	Work with Forest School providers and develop in house skills to offer Forest School learning opportunities	New learning opportunities provided through Forest Schools at High Woods Country Park and Ghost Woods.	B Penny
	Deliver the Crucial Crew programme for 90% of primary school children in Year 6	Increased awareness of personal and community safety messages	M Sterling
	Schools Partnership Projects: Agree SLA to provide £10k funding for CBSSP to increase participation in sport & physical activity in Life Opps Target Schools	Joint agreement established along with priorities.	S Grady
	Deliver a number of projects with looked after children, children and young people with disabilities and young people from hard to reach groups in partnership with Essex and Suffolk CC's, the British Museum, LOCOG, schools and partner organisations.	Increased opportunities for looked-after young people, people with disabilities and young people to access and participate in cultural activities	P Berridge
	Partnerships involved to be agreed, plans drawn up and implemented then evaluated.		
	Agree and implement Acceptable Behaviour Contracts (ABCs) and Parenting Contracts (NEW)	Reduction in ASB among younger people	K Newman
	Play area development plan implementation to be delivered to those communities where benefit of improved play opportunities will be greatest	Improvements to play sites targeted to locations where impact will have most benefit.	B Penny

63

Community Development

Outcome	Action	Outputs	Lead
Support for Voluntary Organisations Individuals or the Third Sector to help deliver Strategic Priorities	Agree where investment should occur and ensure that in each case Service Level Agreements are signed, outcomes agreed and performance monitored.	£250,000 invested clear measures and outputs to be agreed.	M Sterling
	Promote and encourage volunteering opportunities and	Increased Volunteers	B Penny

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Action	Outputs	Lead
for Communities.	Increase range and extent of volunteering opportunities for Colchester Countryside Volunteer Service	Organise and chair 4 Forums meetings	M Sterling
Localism - Closer involvement between Local Government and communities in delivering services, managing and benefiting from community assets and decision making in their area.	<p>Improve communication amongst Parish Councils, and between Parishes and CBC</p> <p>Develop Community Infrastructure Levy (CIL) Charging Schedule as part of Frontrunners Project</p> <p>Development of Community projects and working with communities to release resources from a range of sources to deliver tangible community provision, specifically:</p> <ul style="list-style-type: none"> • Work with local communities to agree management arrangements for the ex-MOD gymnasium, and the Braiswick Resource Centre. • Community Initiatives team members to attend Development Team fortnightly to consider planning gain needs from new developments 	<p>CIL Charging Schedule</p> <p>Clear Management Arrangements for gym and resource centre.</p> <p>Better understanding of planning gain needs and opportunities for new developments.</p>	<p>K Syrett and V Pearce</p> <p>M Sterling</p>
	Supporting Parish and Town Councils and communities to increase awareness of the working of the new planning system and how local people can influence decisions through Neighbourhood Planning and Neighbourhood Development Orders.	<ul style="list-style-type: none"> • Presentations • Workshops for communities and members • Articles in common ground and the MIB • Reports to LDF and Planning committee 	K Syrett V Pearce
	Secure additional burial land by working in partnership with the aim of provision of a Jewish burial area and extension of the Anglican burial area	<p>Land acquired</p> <p>Development of infrastructure needed for burial land (access etc)</p> <p>Development of defined Jewish burial area</p>	C Daines
	Develop a responsible dog ownership Strategy and work with communities to increase positive and responsible dog ownership	<p>Educational and promotional events & communications</p> <p>School Education programme</p> <p>Increased enforcement</p> <p>Increased commercial activity in relation</p>	K Newman

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Action	Outputs	Lead
Respond to the new duties under the Equality Act from April 2011.	To promote equality of opportunity to help achieve a strong economy and a fair society. Transparent information for the public about the equality improvements we deliver to service users and to staff.	Performance data which shows that the new Duties are integrated into how our services are planned and delivered. Publish annual information about staff and service users which meets the letter and spirit of the new General Equality Duty.	C Holland
Enhanced life opportunities and support for families with chaotic lifestyles.	Address gaps and provide leadership and high standards both internally and externally with regard to Equality and Diversity. Partner agencies working together to provide joined up support, advice and approach for families with chaotic lifestyles. Specific actions for CBC are around spotting opportunities for family intervention support and make referrals	Seek out and where applicable adopt best practice. 10 referrals Reduction in ASB	K Newman
Increased social inclusion and life opportunities for hard to reach and vulnerable adults.	Delivery of a textile and garden project offering increased opportunities to hard to reach and vulnerable adults, namely: <ul style="list-style-type: none"> • Deliver the Out in the Open project with partners, Colchester and Tending Women's Refuge, Beacon House and organisations working with and for people who are homeless or vulnerably housed in the Borough. • Deliver Big Garden project for homeless people Project to be established to offer regular participation for homeless people to participate in fruit and vegetable production on a model allotment site 	Project Implementation Plans Projects delivered and monitored Evaluation completed	P Berridge
Increase community	Implement and embed the new service delivery geographical	Establish measures to assess community	M Young

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Action	Outputs	Lead
cohesion, self reliance and involvement. A bespoke service introduced around the needs of each zone.	zones as per the Street Services Fundamental Service Review.	cleanliness Multi-skilled staff able to respond to customer demand Closer working between community groups and services	

Community safety

Outcome	Action	Outputs	Lead
Improve quality of life by reducing anti-social behaviour and fear of crime.	Co-ordinate a series of Community Days of Action to tackle crime and improve the quality of life in neighbourhoods. Agree and implement night-time Acceptable Behaviour Contracts (ABCs) in conjunction with the police Use ASB enforcement tools and other interventions to tackle behaviour amounting to public nuisance during the operation of the Weekend Noise Service. Work with police and other partners to identify repeat and vulnerable callers reporting ASB and tackle underlying causes Work with partners to develop the Neighbourhood Action Panels to ensure crime and quality of life issues are being resolved.	3 Days of Action delivered with our partners Increased number of ABCs Increased enforcement and prosecutions Increased focus on areas of need Review of panels carried out in the light of funding changes; all panels serviced	M Sterling K Newman K Newman K Newman M Sterling
Fewer people suffer domestic violence on a repeated basis	Work with partners to achieve the Life Opportunities target of Reducing repeat victims of domestic violence	Reduce repeat victims of domestic violence by 5%	M Sterling
Encourage travel in safe licensed vehicles by increased awareness of controls over hackney carriages and private hire vehicles.	Development of Quality Taxi Partnership and Travel-Safe Taxi Campaign (linked to future QR technology)	Campaign Delivery	C Daines

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Congestion Busting

Congestion Busting		Strategic Plan Actions Plan for 2011 to 2012	
Outcome	Actions	Outputs	GMT lead
Delivery of new Northern Approaches Link Road, providing access and release of land for housing and economic development and reduction of congestion around the North Station area.	Partnership working with ECC to agree detailed design (Winter 2011) for Northern Approaches Road making provision for the Busway. Commence construction of Northern Approaches Road Spring 2012.	Detailed Design Delivered Construction underway	F Duhamel
Delivery of a Park and Ride at North Colchester thereby reducing traffic and congestion in the town centre.	Consider a planning application and make available land to allow delivery of Park and Ride at North Colchester Consider as a consultee the planning application to be made by ECC. April 2011 Agree heads of terms with ECC for lease of P&R site - August 2011	Planning Applications Terms of Lease Funding	K Syrett F Duhamel
Increase the number of people using alternative methods of travel to access schools, employment and the town centre	Provide support to ECC in order to secure funding - 2011/12 Develop submission for ERDF funding to promote travel change behaviour to businesses. Continue to work with the 7 existing businesses in the NCBP and seek new businesses to commit to the programme. Set up a travel behavioural change programme working with existing communities, including: <ul style="list-style-type: none"> • Continue to support and host the Colchester Travel Plan Club (CTPC) to coordinate and grow the activities of the club. • Assist ECC in securing Local Sustainable Transport 	Funding Bid Submitted Funding achieved 5 new businesses to commit to the programme. Increased activities of CTPC Local Sustainable Transport Funding	P Wilkinson

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
<p>Increase the levels of people cycling.</p> <p>Improved cycle links across the borough</p> <p>Reduce greenhouse gasses produced by transport</p>	<p>Funding to maintain momentum of existing programmes</p> <p>Enhance existing and construct new cycle routes and create opportunities through parks linking together existing routes using Cycling Town status, specific actions:</p> <ul style="list-style-type: none"> • Identify solutions where barriers to continuous cycle networks exist and work with ECC to continue to deliver cycling improvements. • Promote safe responsible cycling, especially on the routes delivered under the Cycle Town initiative and at events. • Adopt with support from ECC a Cycling Strategy Supplementary Planning Document to secure funding for cycle improvements, training and promotion through development. • Improve cycle security at rail stations to encourage residents to use bikes and train 	<p>Increased cycle networks</p> <p>Cycling Strategy Supplementary Planning Document</p> <p>Increased funding</p> <p>Increased training & promotion</p>	<p>Paul Wilkinson</p>
<p>Planning policy that supports change in behaviour around transportation ensuring a future that is cleaner, healthier and reduces greenhouse gasses.</p>	<p>Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages</p>	<p>Revised Planning Policy</p>	<p>P Wilkinson V Pearce</p>
<p>Improved Town Centre – including changes to reduce traffic, improve reliability of the bus operation and air quality.</p>	<p>Support Publication of Traffic Regulation Orders for changes to the town centre highway network – June 2011</p> <p>With ECC Operators develop the public transport facility in the Osborne Street /Stanwell Street area – May 2011 ongoing</p> <p>Adopt the public realm strategy for the town centre</p>	<p>Publication of Traffic Regulation Orders by ECC</p> <p>Design Agreed</p> <p>New Strategy adopted</p>	<p>P Wilkinson F Duhamel P Wilkinson F Duhamel F Duhamel</p>
	<p>Identify funding streams and make submissions to secure funds to deliver the town centre improvements.</p>	<p>Funding Streams Identified Bids Drawn up and submitted</p>	<p>P Wilkinson F Duhamel</p>

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
Air Quality – protection of public health and improved quality of life	<p>Work with partner agencies to develop an Air Quality Management Strategy. Specific actions include:</p> <ul style="list-style-type: none"> • Responding to the recommendations of the 2011 Detailed Assessment • Appraising options for the improvement of air quality • Developing an implementation plan 	<p>Strategy developed. 1 or more Air Quality Management Areas identified. Interested parties consulted. Air Quality Management Order(s) made. Funding opportunities identified and bids submitted.</p>	K Newman
Improve the environments in and around Colchester's Town station, and improve access to Colchester North station through the pilot Travel Plan	<p>Develop the Town Square to complement the new Magistrates court</p> <p>Agree design with ECC (July 2011) and commence delivery of measures to improve St Botolphs Roundabout</p> <p>Increase the number of people using alternative methods of travel to access the station and places of employment by:</p> <ul style="list-style-type: none"> • Increase and promote new cycle parking at North Station • Produce and distribute bus 'Travel to the station' guide to existing and new users – May 2011 • Promotion of public transport serving the station and Plusbus ticketing initiative – summer 2011 	<p>Agreement with land owners Planning permission Complete detail design Agreed Design</p> <p>New cycle parking users New public transport users</p>	F Duhamel F Duhamel P Wilkinson
69			
Spatial planning Activities contributing to priorities in the overall task of place shaping and in the delivery of land uses, infrastructure and associated activities across the Borough.	<p>LDF Preparation;</p> <p>Supplementary Planning Documents due for adoption 2009 – 11.</p> <p>Area Action Plan for Town Centre</p>	<p>North Station Masterplan North Colchester SPD Area Action Plan for Town Centre</p>	K Syrett

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Enabling job creation

Enabling job creation		Enabling job creation		Enabling job creation	
Outcome	Actions	Outputs		GMT lead	
Colchester will have a below average level of worklessness by exploiting its strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects	<p>Work with and lobby at County levels to secure additional inward investment leads</p> <p>Secure investment for improved digital infrastructure in urban and rural areas</p> <p>Work in partnership with the Haven Gateway Wind Port Group and Essex County Council to ensure that local companies are able to access and benefit from renewable energy supply chain opportunities</p>	10 Active Inward Investment Leads	Investment for digital infrastructure	N Myers	
Availability of sufficient quality employment land Via our planning process to meet the needs of our residents.	<p>Provide policy expertise to help secure additional employment land defined as being of high quality</p> <p>Providing 80% of requesting local companies help to retain, relocate or expand existing facilities within the Borough to obtain a solution</p> <p>Convert redundant rural buildings into commercial use</p>	2.0 hectares of additional employment land to be defined.	Expansion and or retention of business in the Borough.	N Myers	
Increase incubation and grow-on space to sustain business growth.	<p>Submit funding bids such as the Regional Growth Fund for additional incubation space at the North Colchester BIC.</p> <p>Increase the supply of creative industry workspace in the Borough</p>	Conversion of 20 redundant rural buildings into commercial use.	Additional Incubation space	N Myers F Duhamel	
Working closely with multiple sections of the business community a range of local initiatives will be delivered to benefit the local economy	Implement agreed activities with the business community such as the Colchester Business Group and the Colchester Christmas Group which will deliver tangible and measurable benefits for the local economy	Increased supply of creative industry workspace.	Lobby the major banks at the local level to provide more support and assistance for Colchester businesses. Improve the digital infrastructure to help enable more business to be transacted via the web.	N Myers	

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
The skills of the local workforce improved so people are able to compete effectively in changing economic conditions and unemployed residents receive support to return to work	Actively support campaigns such as National Enterprise Week in November to encourage the growth of self employment and business start up activity	Increased self employment and business start up activity.	
	Promote Colchester through targeted trade publications using editorial rather than paid for advertising	Increased footfall Increased promotion at less cost	
	Deliver in partnership a programme of coordinated events	Christmas Lights Colchester in Bloom	
	Contribution to other Town Centre initiatives to improve sense of place	Securing Purple Flag accreditation for night time hospitality and entertainment.	N Myers
	Effectively signpost in collaboration with partner organisations skills, employment and business networking opportunities in the borough	Increased networking opportunities	N Myers
	Raise the level of awareness and business engagement with University of Essex opportunities such as company placements and internships.	Increased company placements and internships	N Myers
	Work with Job Centre Plus to create additional job clubs across the borough.	Creation of 7 job clubs	M Sterling
	Increase the number of adult learners in 2011-12 as per Life Opportunities Target.	60 adult learners achieved	M Sterling
	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships	Use of S106 funding Additional funding streams	N Myers
	Source, bid and secure additional funding streams such as the Work Programme to increase take up of employment and training opportunities in the borough. Support employment opportunities for young people disproportionately affected by unemployment by employing four, one-year "Skills for the Future" posts and three, six-month Future Jobs Fund posts	Increased apprenticeships & training and increased employment opportunities. External funding secured Recruited to the 7 posts Training and development delivered Posts completed	N Myers P Berridge

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Healthy Living

Outcome		Actions		Outputs		GMT lead
Increase participation in sport through improved facilities and promotion of healthy lifestyles.		Work with Garrison Partners (MOD & RMPA) to deliver new clubhouse building at Garrison athletics track	Work with Colchester Olympic Partnership to deliver Priority Action Plan for Colchester legacy from the London 2012 Olympic and Paralympic Games	A new building on Abbey Fields for community to use – with no ongoing financial commitment for CBC	Deliver projects: Walking your Way to the Games Biking your Way to the Games Urban Games Sporting Champions Scheme 2012 Open Weekend activity	S Grady
		Work with partners in the NHS to reduce obesity amongst children in the borough Fewer obese primary school children in the areas worst affected	Deliver NHS North East Essex-funded swim lessons with priority given to Life Opportunities Target Schools	2011-12 Life Opportunities target for reducing childhood obesity in target areas achieved	All children have an opportunity to attain KS2 level of swimming 25m unaided	M Sterling
Reduce Obesity in primary school children in the areas worst affected		Work with partners in the NHS to reducing smoking rates in the borough in the areas of highest smoking prevalence	Work with partners in the NHS to reduce the number of teenage pregnancies in the borough	2011-12 Life Opportunities target for increased quitting rates in target areas achieved	2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	M Sterling
		Plan and funding in place to improve access to dental services for children in the areas with the lowest uptake	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	Agree project plan for work to improve access to dental health with NHS and Children's Centres	Recruit staff and launch 4-year MacMillan Welfare service	M Sterling
Increase life expectancy and health and wellbeing through smoking cessation.		Work with partners in the NHS to reduce the number of teenage pregnancies in the borough	Plan and funding in place to improve access to dental services for children in the areas with the lowest uptake	2011-12 Life Opportunities target for increased quitting rates in target areas achieved	2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	M Sterling
		Work with partners in the NHS to reduce the number of teenage pregnancies in the borough	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	2011-12 Life Opportunities target for increased quitting rates in target areas achieved	2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	M Sterling
Reduce teenage pregnancies		Work with partners in the NHS to reduce the number of teenage pregnancies in the borough	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	2011-12 Life Opportunities target for increased quitting rates in target areas achieved	2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	M Sterling
		Plan and funding in place to improve access to dental services for children in the areas with the lowest uptake	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	Agree project plan for work to improve access to dental health with NHS and Children's Centres	Recruit staff and launch 4-year MacMillan Welfare service	M Sterling
Increase access to dental services for children in the areas with the lowest uptake		Work with partners in the NHS to reduce the number of teenage pregnancies in the borough	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	2011-12 Life Opportunities target for increased quitting rates in target areas achieved	2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	M Sterling
		Plan and funding in place to improve access to dental services for children in the areas with the lowest uptake	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	Agree project plan for work to improve access to dental health with NHS and Children's Centres	Recruit staff and launch 4-year MacMillan Welfare service	M Sterling
Support and advice to ease wellbeing and strain for those suffering the effects of long term or		Work with partners in the NHS to reduce the number of teenage pregnancies in the borough	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	2011-12 Life Opportunities target for increased quitting rates in target areas achieved	2011-12 Life Opportunities target for reducing teenage pregnancy rates achieved	M Sterling
		Plan and funding in place to improve access to dental services for children in the areas with the lowest uptake	Ensure people affected by cancer receive timely advice on accessing benefits and support services by Launching MacMillan Welfare Service in Colchester and Tendring.	Agree project plan for work to improve access to dental health with NHS and Children's Centres	Recruit staff and launch 4-year MacMillan Welfare service	M Sterling

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome		Actions		Outputs		GMT lead	
terminal illnesses							
Increased wellbeing of Colchester residents through participation of allotment gardening, community garden projects, horticultural therapy and exercise.		<p>Increase land available for allotments</p> <p>Increase number of allotment holders</p> <p>Increase the participation of volunteers to support additional opportunities for exercise and walking activities.</p>		<p>0.2 hectares of additional land available</p> <p>15 additional allotment holders</p> <p>10 additional volunteers</p>		B Penny	
Increased quality of products available to Colchester residents.		Encourage and support local food businesses to participate in "Healthy Eating" award scheme, including first Chinese or Indian food outlet.		First Chinese or Indian food outlet Increased participation and awards		C Daines	
Improve health, safety, levels of crime and street scene through reduced levels of consumption and incidents of serious drunkenness.		As Licensing Authority, use a combination of education and enforcement initiatives to reduce "binge drinking" by young people.		Publicity campaigns around effects of excess alcohol consumption. Increased numbers of licence reviews for irresponsible sales.		C Daines	
Supports social inclusion and improvements in well-being and self-esteem for participants.		Deliver a Heritage Lottery Funded project that provides evidence (through a formal mental health evaluation of heritage courses) that engaging with heritage can lead to improvements in mental health and well being.		<p>External funding secured</p> <p>Participants can evidence improvements to their mental health and well being</p>		P Berridge	

Homes for all

Outcome		Actions		Outputs		GMT lead	
Better outcomes for those people housed in temporary accommodation.		Implement the review of Colchester Borough Council's temporary accommodation.		Demolition of Ascott House Works commence on new purpose built temporary accommodation		M Sterling	
The Council has a robust Housing Strategy and the		Refresh evidence base and consider new opportunities and priorities Complete involvement and consultation work		A refreshed housing strategy for Colchester.		T Hinson	

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome		Actions		Outputs		GMT lead	
priorities and actions in the Strategy reflect changes to the external and internal environment	Refreshed strategy and action plan complete and signed off by Portfolio Holder.						
The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Implement Colchester's Local Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas. Maintain and update the Strategic Housing Land Availability Assessment to ensure a 15 year rolling supply of housing sites.	Supplementary Planning Document approved June 2011	Annual updates to the Strategic Housing Land Availability Assessment (SHLAA)	K Syrett	K Syrett		
Improved quality of life for Council tenants Council homes are more affordable and efficient to heat.	Continue the programme of works to Council homes to ensure they meet the decent homes standard. Ensure that the decent homes programme remains on target so that all Council Homes meet the Decent Homes Standard by December 2012.	Targets set for decent homes works to Council properties for 2011/2012 are met, with regular monitoring and reporting of progress. The programme is robustly managed and remains on target.		T Hinson			
Preventing homelessness and provision of cost-effective resolution of housing problems with a decrease in local authority, health and social care interventions	Work to prevent households threatened with losing their homes from becoming homeless by ensuring a pro-active housings options service is administered. Investment in Homelessness Prevention services with voluntary organisations and agreed Service Level Agreements	Prevent 300 households from becoming homeless	£60,000 invested Service level agreements signed Performance monitored	M Sterling	M Sterling		
Increase in the number of homes available to rent or buy	Enable and support the provision of tenancy support, sustainment and debt advice to tenants by funding tenancy sustainment and Youth Enquiry service. Support housing need through encouragement of the return of empty properties to use by completing and evaluating the Empty Homes Pilot.	Funding in place Signed SLA's Performance Monitoring in place	Evaluation Report. Revised Strategy Document Reduced No. of properties on the council	M Sterling	T Hinson K Newman		

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
	Rewrite and implement the Empty Homes Strategy to ensure the Council has a robust Strategy which can be used to focus and prioritise action.	tax register empty for over 6 months.	
	Introduce a Landlords Accreditation Scheme.	Accreditation Scheme in place	
Improved quality and supply of housing in the private sector	Ensure Private Sector Housing in Colchester is safe and secure	Increased enforcement activity. Efficient inspection regime	K Newman
Improved communication between Young People's housing providers and agencies	Launch and deliver Young People's Housing Forum	Organise and chair 4 meetings	M Sterling

Reduce, Reuse, Recycle

7

Outcome	Actions	Outputs	GMT lead
Environmental benefits with the diversion of food waste from landfill	Design and implement food waste collection trials	Less waste to landfill and increased recycling/composting percentage	P English
Behaviour change and increased levels of recycling and composting leading to reductions in waste to landfill and environmental benefits.	Design and agree methods to strongly encourage participation in all waste minimisation and recycling schemes & introduce zone action. Promote schemes and services to reduce food waste and to recycle food packaging and oils from food businesses	Less waste to landfill and increased recycling/composting percentage Combination of information and enforcement initiatives.	M Young C Daines
Make Colchester is a more sustainable and clean Borough for all those who live, work and a preferred destination for visitors, business location and investment.	Implement the key proposals in the Street Care Strategy through the introduction of zoned working	Less visible litter and detritus Removal of fly posting in 24 hrs Abandoned vehicles investigated within 1 working day of report Increase in a variety of targeted enforcement methods Increase in community involvement	C Clements

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Outcome	Actions	Outputs	GMT lead
A viable and efficient Trade Waste service responsiveness to the needs of its customer with investigation into recycling opportunities	Develop the Trade Waste service and improve its viability	Increase in Trade Waste income	P English
More sustainable services that reduce their environmental impact and contribute towards tackling climate change	To deliver the action plan from the Energy Savings Trust (EST) one to one report	Implement the strategic action plan to improve the sustainability of service delivery across the Council.	C Dowsing
Less emissions as a result of the delivery of services either in energy consumption or transport	Implement the actions from the Local Authority Carbon Management Programme action plan.	Reduction in carbon emissions of 25% by 2012 based on a baseline of 2006/07	C Dowsing
More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	P English
Increase in environmental behaviours and initiatives led by Schools in their communities Work with Eco schools to progress them through the stages of the national programme	Work with Eco schools to progress them through the stages of the national programme	Targets to be agreed with Portfolio Holder about numbers of schools achieving the various levels (MY/CD)	C Clements C Dowsing

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

Glossary of Terms

ABCs	Acceptable Behaviour Contracts
AH SPD	Affordable Housing Supplementary Planning Document
APG	Area Planning Group
ASB	Anti Social Behaviour
A2	Change of use planning permission: A2 Financial and professional services - Financial services such as banks and building societies, professional services (other than health and medical services) including estate and employment agencies and betting offices
B1	Change of use planning permission: B1 Business - Offices (other than those that fall within A2), research and development of products and processes, light industry appropriate in a residential area
B8	Change of use planning permission: B8 Storage or distribution - This class includes open air storage
BIC	Business Incubation Centre
CBSSP	Colchester - Blackwater School Sport Partnership
CCYPSP	Colchester Children and Young People's Strategic Partnership
CIL	Community Infrastructure Levy
CLG	Communities and Local Government (Department of)
COPD	Chronic obstructive pulmonary disease
CSN	Community Sport Network
CSC	Customer Service Centre
CSWs	Community Street Wardens
CTPC	Colchester Travel Plan Club
DARG	Drug and Alcohol Reference Group
DASTS	Delivering a Sustainable Transport System
DPDs	Development Plan Documents
ECC	Essex County Council
EEl	East of England International
East of England IDB	East of England IDB Ltd (EEIDB) is a joint venture company
EELGA	East of England Local government Association
ERDF	European Regional Development Fund
ESOL	English for speakers of other languages
EST	Energy Savings Trust
FSR	Fundamental Service Review

Appendix 5 - Strategic Plan Actions Plan for 2011 to 2012

HCA	Homes and Communities Agency
IDeA	Improvement and Development Agency now Local Government Improvement and Development
JSA	Job seekers allowance
LAA	Local Area Agreement
LEA	Local Education Authority
LDF	Local Development Framework
LOCOG	London Organising Committee of the Olympic Games
LSP	Local Strategic Partnership
LTP3	Local Transport Plan
MIB	Members Information Bulletin
MOD	Ministry of Defence
MUGA	Multi Use Games Areas
NAP	Neighbourhood Action Panel
NAR	Northern Approaches Road
NEE	North East Essex
NHS	National Health Service
NHS Masterplan	North Station Masterplan
NVQ	National Vocational Qualification
PCT	Primary Care Trust
PFH	Portfolio Holder
P & R	Park and Ride
PRDP	Policy Review and Development Panel
QR	Quick Response
RMPA	Royal Military Police Association
SHLAA	Strategic Housing Land Availability Assessment
SLA	Service level Agreement
SSP	Schools Sport Partnership (
TCHS	Transforming Colchester's Housing Service(Fundamental Service Review)
T & F	Task and Finish

