

# Cabinet

**Grand Jury Room, Town Hall  
30 June 2010 at 6.00pm**

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

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# COLCHESTER BOROUGH COUNCIL CABINET

**30 June 2010 at 6:00pm**

Leader (& Chairman): Councillor Anne Turrell (Liberal Democrats)  
Deputy Chairman: Councillor Martin Hunt (Liberal Democrats)  
Councillor Nick Barlow (Liberal Democrats)  
Councillor Lyn Barton (Liberal Democrats)  
Councillor Tina Dopson (Labour)  
Councillor Beverley Oxford (The Highwoods Group)  
Councillor Paul Smith (Liberal Democrats)  
Councillor Tim Young (Labour)

## **AGENDA - Part A**

(open to the public including the media)

### **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. 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.

#### **3. 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.

#### **4. 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.

#### **5. Minutes**

To confirm as a correct record the minutes of the meetings held on 19 and 26 May 2010.

#### **6. Call-in Procedure**

To consider any items referred by the Strategic Overview and Scrutiny Panel under the Call-In Procedure. At the time of the publication of this Agenda there were none.

#### **7. Strategy and Performance/Resources and Diversity**

##### **i. 2011/2012 Budget Strategy, Medium Term Financial Forecast and Budget Timetable**

**1 - 22**

See report by the Head of Resource Management

## **8. Strategy and Performance**

- i. Year End Performance Report including Strategic Plan Action Plan and Proposed Targets/Actions for 2010/11** **23 - 111**

See report by the Head of Corporate Management and the extract from the minutes of the Strategic Overview and Scrutiny Panel meeting on 8 June 2010.

## **9. Resources and Diversity**

- i. VAF issues relating to legal proceedings** **112 - 115**

See report by the Executive Director

## **10. Housing and Community Safety**

- i. Consultation on a Self-Financing Housing Revenue Account** **116 - 131**

See report by the Head of Strategic Policy and Regeneration

- ii. Gas Servicing and Associated Repairs Contract** **132 - 136**

See report by the Head of Strategic Policy and Regeneration

## **11. Economic Development, Culture and Tourism**

- i. World Heritage Site Status** **137 - 139**

See report by the Head of Environmental and Protective Services

## **12. General**

- i. Revised Executive Arrangements** **140 - 144**

See report by the Monitoring Officer

- ii. Policy Review and Development Panel Work Programme 2010/11** **145 - 148**

See recommendation in extract from the minutes of the Policy Review and Development Panel meeting of 14 June 2010

- iii. Progress of Responses to the Public** **149 - 151**

To note the contents of the Progress Sheet

### **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).

**COLCHESTER BOROUGH COUNCIL  
CABINET**

**30 June 2010 at 6:00pm**

**AGENDA - Part B**

(not open to the public or the media)

**Pages**

**14. Resources and Diversity**

**i. Award of 4 Year Corporate Cleaning Contract**

The following report contains exempt information (financial/business affairs of a particular person, including the authority holding information) as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

See report by the Head of Corporate Management



Colchester

## Cabinet

30 June 2010

Item  
**7(i)**

<b>Report of</b>	<b>Head of Resource Management</b>	<b>Author</b>	<b>Sean Plummer</b>
			<b>☎ 282347</b>
<b>Title</b>	<b>2011/12 Budget Strategy, Medium Term Financial Forecast and Budget Timetable</b>		
<b>Wards affected</b>	Not applicable		

### **This report asks Cabinet to note:**

- **The current financial position for the financial years 2009/10 and 2010/11**
- **Recommend to Council release of funding in respect of VAF legal fees and the Icelandic investment impairment**
- **Agree further use of and contributions to balances**
- **The budget forecast and timetable for the 2011/12 budget**
- **An updated Medium Term Forecast for the period to 31 March 2013**
- **An update of the Revenue Balances and Capital Programme**

## **1. Decisions Required**

- 1.1. To note the pre-audit outturn position for the financial year 2009/10.
- 1.2. To recommend to Council the release from balances in 2010/11 of:-
  - £500k for VAF legal fees as set out in a separate report on this agenda,
  - £405k in respect of Icelandic investment impairment
- 1.3. To agree to release £30k to support the Tour of Britain cycling event.
- 1.4. To agree to transfer £205k from the insurance reserve into General Fund balances.
- 1.5. To note the budget forecast, approach and timetable for the preparation of the 2011/12 budget and updated position in respect of balances.
- 1.6. To note the updated Medium Term Financial Forecast for the period to 31 March 2013 as set out at Appendix A.
- 1.7. To note the latest position in respect of the Capital Programme.

## **2. Reasons for Decisions**

- 2.1. The Council is required to approve a financial strategy and timetable in respect of the financial year 2011/12 and a Medium Term Financial Forecast for the two subsequent financial years.



2.2. The use of balances requires approval of Full Council.

### **3. Financial Overview 2009/10 and 2010/11**

#### **3.1 *Financial Year 2009/10***

The Pre-Audit Outturn report for the year to 31 March 2010 was presented to the Finance and Audit Scrutiny Panel (FASP) on 29 June 2010. A draft Statement of Accounts was considered by the Accounts and Regulatory Committee on the same day.

3.2. The overall position shows a net underspend on budgets of £1.9m after allowing for a number of agreed carry forward items.

3.3. The actual position is significantly more than anticipated mainly due to a refund in respect of VAT which has been achieved through challenging VAT liability for areas of sport and leisure income which includes claims relating to a period from the late 1970's.

3.4. When the budget for 10/11 was agreed it was done so on the basis that there would be an underspend of £0.7m in 09/10. The overall surplus will therefore be added to balances.

#### **3.5. *Financial Year 2010/11***

At this stage in the financial year it is difficult to assess potential variances (both positive and negative). However, four areas that have been identified are:-

- VAF legal expenses
- Review of Icelandic investment impairment
- Funding for Tour of Britain cycling event
- Announcement of Government grant cuts

#### *VAF Legal Fees*

3.6. The provision for estimated costs in respect of the VAF legal expenses of £0.5m is set out in a separate report on this agenda.

#### *Icelandic Investment impairment*

3.7. Changes to the guidance received from CIPFA in relation to the investments made in Icelandic banks has been received. As part of the Statement of Accounts we are now required to make a further provision of £405k. The guidance indicates that a higher percentage of the investment will be recovered (95%) but this will take a longer time period.

#### *Tour of Britain Event*

3.8. It is to support the delivery of a Tour of Britain cycle race leg in Suffolk and Essex in particular the delivery of a finish event targeted at mass school participation in cycling related activity and family events to support Colchester's priorities around congestion busting and healthy lifestyles. It will build on the success of the Tour Series event held in Colchester in 2009 and aims to double the level of schools involvement in the event. The funding is matching the financial and staffing input at Essex County Council who have signed the legal agreement for the leg and are responsible for the route availability and delivery.

### *Government Grant Cuts*

- 3.9. The Chancellor announced details of £6.2bn of cuts across the public sector in 2010/11. The Secretary of State for Communities and Local Government made a recent further announcement detailing local government's share of these cuts at a value of £1.66bn.
- 3.10. For Colchester, the key areas affected are the removal of all funding allocated this year for the Housing and Planning Delivery Grant (HPDG) and Local Authority Business Growth Incentive (LABGI). The 2010/11 budget included the assumptions that we would receive £648k and £77k from these grants respectively. The HPDG assumption is clearly the most significant cut and should be seen in the context that Colchester received £1.4m in 09/10.
- 3.11. There are other risks areas that are likely to impact on the budget position. These include any further funding changes arising from Government budget announcements. It has been confirmed that there will be no changes to the Council's core or formula grant, however, other changes will be assessed as more detail becomes available.

## **4. Budget Forecast for 2011/12**

- 4.1 Appendix A sets out a budget forecast for 2010/11 and a Medium Term Financial Forecast for the subsequent two years including the key assumptions. The current forecast budget gap for 2011/12 is £1,958k, summarised below:-

	<b>2011/12</b>	<b>Note</b>
	<b>£'000</b>	
<b>Base Budget</b>	25,670	
Remove one-off items	(1,288)	One-off funding of cost pressures etc.
Cost Pressures (incl. inflation)	400	See paras. 4.6 4.7.
Changes to specific grants	770	Assumes removal of budgeted grants for HPDG and LABGI (see para 4.7.)
Savings	(260)	Savings identified through Fundamental Service Review (FSR) (see para 4.9.)
<b>Forecast Base Budget</b>	<b>25,292</b>	
Government Grant	(12,265)	Assumes a reduction of 5% (£646k) on grant received in 09/10 (see para 4.6.)
Council Tax	(10,699)	Based on assumed nil increase in tax rate and notional increase in taxbase. (see para. 4.10 and 4.11)
Use of Reserves	(370)	Reflects no longer using Capital Expenditure Reserve for accommodation costs and ceasing to use the Regeneration Reserve.
<b>Total Funding</b>	<b>(23,334)</b>	
	<b>1,958</b>	

- 4.2 The key assumptions in respect of the 2011/12 forecast are:

### *Government Grants*

- 4.3. An assumption is made of a 5% reduction in core Government Grant (Revenue Support Grant - RSG) equivalent to £650k pa. This assumption, whilst realistic, is by no means a worst case forecast with some other authorities predicting reductions up to 30% over three years. The Government is expected to announce the outcome of Comprehensive Spending Review in the Autumn.
- 4.4. In considering the reduction in Government funding it is also necessary to consider the impact of discontinuing the Local Authority Business Growth Incentive (LABGI), Housing and Planning Delivery Grant (HPDG) and Area Based Grant (ABG) schemes. Based on the assumptions made in the 10/11 budget this equates to a further reduction of £770k.
- 4.5. When added to our forecast reduction in RSG this equates to a cash reduction of £1.4m in 2011/12 compared to the 2010/11 budget assumptions (10.3% reduction of these current budgeted grants).

### *Pay, Inflation and costs*

- 4.6. The 2010/11 budget includes a 1% pay award which has been agreed as part of a 2 year settlement for 09/10 and 10/11. For 2011/12 and the following two years a planning assumption of a nil pay award has been shown. For other price inflation a range of 1% to 1.5% has been used although it will be necessary to review forecasts for specific areas in due course.
- 4.7. An allowance of £250k pa has been included for the outcome of the next actuarial review of the pension fund. It is unlikely that we will know the actual figure until the autumn, however, it should set out the pressure for the coming three years.

### *Economic Downturn*

- 4.8. It is difficult to fully assess the impact on Council budgets, however it is evident that there has been a reduction in the past 2 years in some income budgets such as car parking, planning and net interest earnings as well as increased demands for services such as benefits. The MTFE assumes a broadly neutral position over the next three years which is likely to represent a prudent forecast.

### *Savings*

- 4.9. At this stage the savings shown include the estimated second year savings in respect of the FSRs of Housing and Revenues and Benefits. Further savings will be identified as part of the ongoing budget process.

### *Council Tax*

- 4.10. The Government has announced that it is committed to deliver a freeze on Council Tax in 2011/12 and will work with local authorities to deliver a freeze in Council Tax for a further year. It should be noted that the cost of freezing Council Tax compared to the increase in 10/11 of 2.47% is c£260k.
- 4.11. The budget forecast and MTFE has therefore been updated on the assumption of a nil increase for 11/12 and 12/13. The planning assumption of an increase of 2.47% has been maintained for 2013/14. More details are required to fully consider the impact on the Council's finances of a freeze for each of the next two years including any proposals as to how the Government will seek to deliver this.
- 4.12. An annual increase of 1% in the 'taxbase' (the number equivalent Band D properties) has been assumed.

- 4.12 There are a number of significant budget risks that may affect the 11/12 budget process and these are set out within Appendix A. The risks include items that could be positive to the budget forecast as well as negative. The current list of risks will be monitored and amended throughout the budget process.
- 4.13. In summary there is a forecast budget gap of circa £2m. This is somewhat higher than usual at this stage in the budgeting process and given the level of risks it is possible that further savings will be required to produce a balanced budget.

#### **Delivering the 2011/12 Budget**

- 4.14. The Council's approach to the budget is that it is primarily driven by the Strategic Plan. We have adopted a number of different ways to identify savings or additional income to support Strategic Plan priorities and to meet a number of substantial cost pressures. The strategy for 10/11 was based upon
- Review of service areas through the Budget Group
  - Delivering efficiencies through the Fundamental Service Review (FSR) process.
- 4.15. For 2011/12 it is proposed to continue to build on these approaches making a number of improvements to the process as we learn from experience. The proposed strategy is based on a 5 track approach covering:-
1. Income generation
  2. Efficiencies (including Fundamental Service Reviews)
  3. Total Place projects / themes
  4. Shared services and different models for service delivery
  5. Cuts and reductions

#### *Income Generation*

- 4.16. We know that as an organisation we already generate significant amounts of income and in benchmarking do well compared to other councils. However, this track has potential benefits for the Council and offers an alternative to simply cutting services.

#### *Efficiencies and FSR*

- 4.17. The most recent FSRs reported to Cabinet in respect of Housing and Revenues and Benefits have demonstrated that significant savings are possible with each review identifying c£450k of savings. The review of Street Services has started and further reviews of the museum service and support to arts organisations are planned for this year.
- 4.18. There are other areas outside of the FSR framework that have already been identified such as the new ICT contract where it is expected that savings can be delivered during the next 3 years.

#### *Total Place*

- 4.19. Total Place pulls together all delivery partners to take a joint, collaborative, look at how best to tackle major policy. Thirteen pilots across England have looked in depth at how greater co-ordination between partners and local leadership could help deliver better services with the customer at the heart of their design at less cost through the whole public resources spent in a geographical area. Opportunities for delivering savings through the principles of 'total place' will be considered within the budget strategy.

#### *Shared Services and different models for delivery*

- 4.20. The Council is already delivering services through partnership arrangements, whether formal shared service agreements such as the museums and parking partnerships as well as more informal sharing of resources. In addition there are examples of services being delivered through formal contracts with external suppliers. The challenges facing local government mean that it is essential to consider how best to deliver services and whether there are more efficient and effective options.

#### *Cuts and reductions*

- 4.21. It is clear that the financial pressures facing all public services are such that cuts and reductions will need to be considered. It will be necessary to consider any such proposals alongside other options and objectives set out in the Strategic Plan.
- 4.22. The 5 tracks are not mutually exclusive and there will need to be a balanced approach to closing the budget gap through the use of all of them.
- 4.23. The Budget Group comprising Cabinet members and senior officers was established last year and continues to meet monthly. It is intended that the Budget Group continues and has the overview of all the tracks, monitoring progress and taking relevant reports.
- 4.24. The Council's approach to budgets has always been to consider the longer-term impact of decisions. The budget process for 2010/11 will build on this by recognising that some service changes (reductions, income and growth) will often be delivered over a period longer than a year. This is likely to be particularly true for outcomes of the FSRs.
- 4.25. Appendix B sets out the proposed budget timetable.

#### **Housing Revenue Account (HRA)**

- 4.26. The HRA is a ring fenced account that relates to costs and income in respect of the Council's housing stock. The HRA budget and rent setting process is carried out alongside the General Fund budget and elements of the process are carried out simultaneously. This year the budget approach for the HRA will continue to be fully integrated within the General Fund budget process with the final budget report and rent setting being included within the overall budget and Council Tax decisions.
- 4.27. A separate report on this agenda sets out the implications of proposals relating to reform of the HRA subsidy system. Any changes would have a potentially significant impact on HRA budgets for next year and future years and will be considered as the budget process progresses.

#### **5. Medium Term Financial Forecast**

- 5.1. The Medium Term Financial Forecast (MTFF), as set out at Appendix A, shows a potential budget gap of £3.2m by 2013/14, an annual increase of circa £0.6m after 11/12. The key factors affecting the budget gap in later years include the increasing pensions costs (based on initial estimated position) and agreed estimated savings through FSR process.
- 5.2. The forecast needs to be viewed alongside the level of significant risks and uncertainty regarding a number of key factors that will impact on the Council's finances in the medium term. Most of the key risks outlined in the MTFF could result in recurring cost pressures for the Council. This will require recurring cost savings or additional income to be identified to minimise the escalation of these pressures.

- 5.3. The MTFF does also show that the Council continues to hold reserves and balances to support the Council's budgets. The position on these reserves will be reviewed during the year as the 2010/11 budget progresses.
- 5.4. In summary the MTFF sets out what is likely to continue to be an increasingly challenging financial outlook. The budget process needs to establish that the Council's spending plans, in the medium term, are affordable and can be prudently financed.

## **6. Revenue Balances**

- 6.1 Following completion of the final accounts for the year to 31 March 2010 uncommitted revenue balances stand at £2.8m. This compares with the approved minimum balance of £1.5m.
- 6.2. The separate report on this agenda details proposals to use up to £0.5m from balances to support legal expenses in respect of the VAF. This report also sets out proposals to use balances to meet the assessed cost in respect of the Icelandic investment impairment and cycling event. If agreed, balances would remain above the agreed £1.5m level by £0.5m.
- 6.3. The Council also maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. These are set out within the MTFF at Appendix A.
- 6.4. As part of the budget process a full review will be undertaken into the level and appropriateness of earmarked reserves and provisions. One area that has been reviewed now is the insurance reserve and provision where an actuarial review has been carried out and as a result of this it is proposed that £205k can be released into balances.
- 6.5. It is worth noting that with ongoing regeneration projects the level of risks is likely to remain an issue over the next few years and we will consider the impact of this on all our reserves.

## **7. Capital Programme Update**

- 7.1. It has previously been reported to Cabinet that there has been increasing pressure on the level and timing of generating resources to support the capital programme. This continues to be the case, although there is currently a small current surplus of resources. This needs to be reviewed against a number of potential cost pressures which are likely to impact on the capital programme.
- 7.2. A review of future resources and capital requirements is currently in progress and will be reported to Cabinet in due course.

## **8. Strategic Plan References**

- 8.1. The Council has agreed three Corporate Objectives including the aim to "shift resources to deliver priorities". The 2011/12 budget and the Medium Term Financial Forecast will be underpinned by the Strategic Plan priorities and will seek to preserve and shift resources where needed to these priorities.

## **9. Financial implications**

9.1 As set out in the report.

## **10. Equality and Diversity Implications**

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

## **11. Risk Management Implications**

11.1 As set out in report.

## **12 Consultation**

12.1. The Council is required to consult on its budget proposals. A consultation exercise took place as part of the production of the Strategic Plan agreed by Council in February 2009.

12.2. The budget strategy and timetable aims to ensure that information is available for scrutiny and input from all Members on proposals in the process. The aim is that detailed information will be available prior to the final budget report being submitted to Cabinet and approval by Council in February.

12.3. As has been the case in previous years the opportunity remains open for the leader of the opposition to meet with officers to assist with consideration of any alternative budget proposals.

12.4. Furthermore, we will continue with the statutory consultation with business ratepayers and will meet with parish councils in respect of grant funding.

## **13. Other Standard References**

13.1 There are no direct Publicity, Human Rights, Community Safety or Health and Safety implications as a result of this report.

## **Background Papers**

Finance & Audit Scrutiny Panel Report – 29 June 2010

## Medium Term Financial Forecast 2010/11 – 2013/143

### 1. Introduction

The Medium Term Financial Forecast (MTFF) sets out the Council's budget forecast for the next three years. The MTFF sets out:-

- A summary of the 2010/11 budget including an analysis of all service budgets
- The budget forecast for next three years including current cost pressures, growth items and assumptions regarding use of reserves.
- A list of key risk items for 2011/12 and beyond
- The current position on Council General Fund balances including the risk assessment for 2010/11
- The current position on all other reserves and balances

The MTFF will continue to be updated during the year as the budget progresses.

### 2. 2010/11 Budget

The Council's General Fund includes all costs and income other than those in respect of the Council housing stock

Colchester's total net revenue budget for 2010/11 is **£25.67 million**.

Net Budget	<b>£'000</b> 25,670
Funded by:	
Government Grant (incl: NNDR – Business Rates)	12,911 (50%)
Council Taxpayers (excl. parishes)	10,593 (41%)
Use of Balances / Reserves and Collection Fund Surplus	2,166 ( 9%)
	<b>25,670</b>

The following table sets out a summary of the 2010/11 budget including changes made from the previous year.



## 2010/11 Summary Budget

	Adjusted Base Budget	One-Off Items	Cost Pressures	Growth	Total Savings	Detailed 10/11 Budgets
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate & Democratic Core	330		26			356
Executive Management Team	759		7		(14)	752
Corporate Management	6,714	59	68		(200)	6,641
Customer Services	1,157	(9)	11		(60)	1,099
Env. & Protective Services	2,555	(20)	55		(207)	2,383
Life Opportunities	5,965		(72)	15	(73)	5,835
Resource Management	2,095		138		(68)	2,165
Strategic Policy & Regen.	2,658	(120)	492	55	(60)	3,025
Street Services	2,823	(40)	(44)	55	(120)	2,674
<b>Total Services</b>	<b>25,056</b>	<b>(130)</b>	<b>681</b>	<b>125</b>	<b>(802)</b>	<b>24,930</b>
<b>Technical Items</b>						
Pay Savings	(515)		200			(315)
Procurement	0		0			0
Income target	(60)		60			0
LABGI	(50)		0		(50)	(100)
HPDG	(250)		0		(398)	(648)
Area Based Grant (ABG)	(23)		0			(23)
Grants to Parish councils	202		0			202
CLIA (net interest)	(322)		960			638
Min Revenue Provision	549		13			562
Pensions	2,198		154			2,352
Redundancy Provision	120	(120)	0		150	150
ECC Second Homes	(144)		0			(144)
Heritage Reserve	12		0			12
Contribution to capital	80	(80)	0			0
Invest to Save			0		(34)	(34)
FSR	0		0		(100)	(100)
Icelandic Investment Impairment			615			615
GF/HRA adjustments	(2,421)		(6)			(2,427)
Total Below the Line	(624)	(200)	1,996	0	(432)	740
<b>Total incl Below the line</b>	<b>24,432</b>	<b>(330)</b>	<b>2,677</b>	<b>125</b>	<b>(1,234)</b>	<b>25,670</b>
<b>Funded by:-</b>						
General Reserve	(484)	484	(671)			(671)
Capital Expenditure Reserve	(661)	361	(910)			(1,210)
Regeneration Reserve	(221)	55	0			(166)
Other Reserves - S.106	(60)		0		(10)	(70)
Insurance	(100)	100	0			0
Government Grant (RSG / NNDR)	(12,681)		0		(230)	(12,911)
Council Tax	(10,225)		0		(368)	(10,593)
Collection fund Transfer	0		0		(49)	(49)
<b>Total</b>	<b>(24,432)</b>	<b>1,000</b>	<b>(1,581)</b>	<b>0</b>	<b>(657)</b>	<b>(25,670)</b>

### 3. Budget Forecast 2011/12 to 2013/14

The following table sets out the Council's budget forecast for the next three years including key assumptions.

<b>Medium Term Financial Forecast</b>			
<b>2011/12 to 2013/14</b>			
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Base Budget</b>	25,670	25,292	25,472
Remove one-off items	(1,288)	0	(15)
Cost Pressures	400	405	390
Growth Items	0	0	0
Savings	(260)	(225)	0
Changes to Gov't grants (LABGI, HPDG etc)	770	0	0
<b>Forecast Base Budget</b>	<b>25,292</b>	<b>25,472</b>	<b>25,847</b>
Government Grant	(12,265)	(11,652)	(11,070)
Council Tax	(10,699)	(10,806)	(11,184)
Collection Fund Surplus	0	0	0
Use of Reserves	(370)	(370)	(370)
<b>Total Funding</b>	<b>(23,334)</b>	<b>(22,828)</b>	<b>(22,624)</b>
<b>Budget (surplus) / gap before changes (cumulative)</b>	<b>1,958</b>	<b>2,644</b>	<b>3,223</b>
<b>Annual increase</b>		<b>686</b>	<b>580</b>

#### Key Assumptions

Inflation - Pay assumed at 0%, other cost and income circa 1 / 1.5%

Gov't Grant – The grant for 2011/12 and beyond is assumed to reduce in cash terms by 5% p.a.

Council Tax – nil increase for 11/12 and 12/13 and 2.47% for 13/14+ 1% increase in tax base assumed for 10/11 and beyond.

Next actuarial review of pensions will impact in 11/12 and a planning assumption of an annual increase of £250k has been assumed for all years

<b>Cost Pressures</b>			
General Inflation	140	140	140
Pensions	250	250	250
MRP (Minimum Revenue Provision)	10		
Place Surveys		15	
<b>Total</b>	<b>400</b>	<b>405</b>	<b>390</b>
<b>Savings / additional Income</b>			
<b>Fundamental Service Reviews</b>			
Housing	75	75	
Revenues and Benefits	185	150	
<b>Total</b>	<b>260</b>	<b>225</b>	<b>0</b>

<b>Decrease in Government Grants</b>			
LABGI	100		
Housing and Planning Delivery Grant	648		
Area Based Grant	22		
<b>Total</b>	<b>770</b>	<b>0</b>	<b>0</b>

<b>Use of Reserves</b>			
Balances (General)			
S106 monitoring reserve	70	70	70
Capital Expenditure Reserve:-			
Community Stadium	300	300	300
<b>Total</b>	<b>370</b>	<b>370</b>	<b>370</b>

#### 4. Risk Areas / Uncertainty

There are several key risk areas or areas where the outcome is uncertain which will impact on the 2011/12 budget forecast and potentially in later years. The main areas are:-

Ref	Risk / Area of uncertainty	
1	<i>Government Grant and the Comprehensive Spending Review 10 (CSR10)</i>	What the CSR10 will provide is difficult to predict, however, it is clear that public finances are continuing to come under increasing pressures. The MTFF assumes a cash reduction in grant 5% pa for the next three years. For illustrative purposes a 1% change in the level of grant equates to £130k.
2	<i>Government grants and partnership funding</i>	The Council's budget has changed over recent years with a greater emphasis on funding from both partner organisations and Government bodies. These funding streams can rarely be guaranteed and can therefore add to our cost pressures. The 2010/11 budget includes funding in respect of HPDG and the LABGI scheme. The recent announcement that these funds have been withdrawn will result in cost pressures this year. Other changes seem possible and will be assessed as part of the budget strategy.
3	<i>Pensions</i>	An allowance has been built in for increases in pensions costs based on the results of the recent actuarial review and therefore are fixed for 2010/11. However, an updated review will be undertaken that will inform the cost for 2011/12 onwards. The recent and ongoing economic downturn is highly likely to impact on the pension fund and therefore whilst an increased allowance of £250k each year from 11/12 has been made for this it will need to be reviewed when more reliable estimates are available.
4	<i>Concessionary Fares</i>	CLG and DoT consulted on the future administration of the concessionary fares scheme. The favoured option being a transfer of responsibility to upper tier authorities (e.g. Essex County Council). In many ways this would mirror existing locally negotiated arrangements. There is a second consultation on the amounts of funding to be transferred. The method of assessing costs is not yet known so this represents a risk to the Council which could be positive or negative.
5	<i>Fees and charges</i>	As has been seen in the past few years we have experienced pressures arising from changes in income levels. In 2008/09 we experienced significant shortfalls in income in respect of planning and building control fees and car park revenue (on and off street). Looking ahead to 2010/11 and beyond it is difficult to estimate how income levels may continue to be affected. However, the 10/11 budget assumes some increase in revenue from planning which has recovered to an extent during the last 12 months. At this stage no allowance has been built in for any further changes to income levels.
6	<i>Inflation</i>	An allowance for general inflation has been built into the 10/11 forecast and MTFF, and specific increases allowed for items such as pay (which has been agreed for 09/10 and

Ref	Risk / Area of uncertainty	
		<p>10/11)  The current (April 2010) CPI is 3.7% and RPI is 5.3%. The economic forecasts published by HM Treasury point to inflation figures for 2011 of 1.7% and 3% for CPI and RPI respectively. Not all the Council's costs are directly linked to RPI and therefore we will continue to monitor the impact of inflation on all Council costs with particular attention on energy costs for which an overall reduction has been included in the 10/11 budget figures reflecting agreed prices for the period October 09 – October 10.</p>
7	<i>Use of reserves</i>	<p>The budget position for 10/11 includes proposals to use certain reserves and also reflects the impact of reserves used in 09/10.  The forecast position on general balances shows that due to the improved 09/10 outturn and proposed use of balances this year that there is currently headroom of c£0.5m above the recommended level.</p>
8	<i>Legislation</i>	<p>There may be new legislation over the life of the MTFF for which any available funding may not cover costs.</p>
9	<i>Impact of regeneration programme e.g. car park closure and staff resources</i>	<p>As the regeneration programme progresses there will be an impact on income from car parks due to temporary and permanent closure of certain car parks and also the introduction of park and ride.  We are currently using the Regeneration Reserve to meet some staffing costs to provide increased capacity to deliver the regeneration programme. The budget forecast includes funding for 2010/11 to ensure that the team can continue work. However, this will exhaust the Reserve and therefore any future costs will need to be considered as part of the budget.</p>
10	<i>ICT strategy – change programme</i>	<p>The ICT strategy was updated in 2007 and there have been a number of financial implications arising from changes. This has resulted in some costs in the short-term leading to longer term savings. This has been examined as part of detailed budget proposals and as part of the implementation of accommodation and flexible working changes and will be monitored to assess in ongoing financial issues. A new strategy is currently being developed.</p>
11	<i>Property review</i>	<p>A review of our assets was carried out and a 5-year Building Repairs and Maintenance Plan produced. There will continue to be financial implications arising from this for both the revenue budget and capital programme and these will be continue to be considered in detail by the council's Property Forum and included in the on-going updates of the MTFF.</p>
12	<i>Impact of growth in the Borough and demand for services</i>	<p>A number of Local Authority services are directly impacted by the increase of population in the Borough, such as waste services, planning, benefits etc.  As part of the budget it will be necessary to consider whether there is a need for additional resources in these or other areas in order to maintain levels of service.  A further area of risk is any increase in the demands for</p>

Ref	Risk / Area of uncertainty	
		Council services arising from the impact on residents of the economic environment. At this stage no allowance for these areas has been provided within the MTFF. Fundamental Service Reviews (FSR) have been carried out or are being undertaken on some of the key areas affected by growth and /or also the economic climate such as benefits, housing and street services. The financial assumption made is that these reviews will assist in identifying efficiencies to cope with changes in demand.
13	<i>Delivery of budget savings</i>	The 2010/11 budget continues to set some challenging targets for savings although for 10/11 these have been reduced to reflect the current economic climate such as the salaries target. The MTFF assumes these targets will be delivered at these amended levels.
14	<i>Net Interest earnings</i>	The budget is influenced by a number of factors including interest rates and cashflow movements. The treasury management strategy highlights the outlook for interest rates in the medium-term which points to continuation of unprecedented low levels into 2010/11. The 2010/11 budget as proposed shows a significant reduction in interest earnings and the MTFF currently assumes no further recovery in this area. This will be monitored and considered again as part of the 2011/12 budget.

All these issues will remain as risks to be managed over the course of the MTFF.

## 5. General Fund Balances – Risk Assessment

A risk assessment has been undertaken to determine the prudent level of general fund balances as part of the 2010/11 budget process.

### Background

Historically we have maintained a strong level of balances and these have been used to:-

- Support the annual budget - particularly to fund one off items.
- Fund new initiatives identified during the year.
- Provide cover for cashflow and emergency situations.
- Provide flexibility and a resource for change management.

Over recent years general fund balances have been reduced in a managed and prudent manner: -

	£'000	
31 March 2005	2,193	
31 March 2006	1,997	
31 March 2007	2,708	(includes £902k to support 2007/08 budget)
31 March 2008	3,347	(includes £1,232k to support 2008/09 budget)
31 March 2009	2,891	(includes £1.17k to support 2009/10 budget)

31 March 2010

3,926

(after agreed or proposed allocations balance will be £2m)

A thorough review of the balances position was reported to Cabinet as part of the 2010/11 budget exercise. This included a risk assessment to establish the minimum level, which was agreed at £1.5million.

**Risk Assessment**

The results of the assessment to inform the 2010/11 budget are summarised in the following table. This showed that the agreed minimum prudent level of balances should be held at £1.5 million.

Factor	Assessed Risk		
	High £'000	Medium £'000	Low £'000
Cash Flow	950		
Capital (nil given reserves and receipts)			0
Inflation		100	
Investment Income	150		
Trading Activities and fees and charges		200	
Emergencies		50	
Benefits			100
New Spending – legal commitments			100
Litigation		150	
Partnerships			100
VAT Exemption Limit			350
Budget Process		100	
Revenue impact of capital schemes			150
Renaissance programme			0
Concessionary fares			50
Pension Contribution			50
	1,100	600	900

	Minimum Provision
High Risk – 100%	1,100
Medium Risk – 50%	300
Low Risk – 10%	90
<b>Sub Total</b>	<b>1,490</b>
Unforeseen factors,	10
<b>Recommended level</b>	<b>1,500</b>

The main issues to mention concerning the assessment are: -

- While the possible requirement to meet capital spending from revenue resources is still recognised as a potential risk the assessment is "nil" because of the current level of funds held in the capital expenditure reserve and the introduction of the Prudential Code.
- This year's assessment has reviewed the approach of separately identify the risks connected with "trading activities" and "income" and instead these have been combined and assessed as a medium risk. This specific change will be reviewed alongside final budget proposals.
- In view of current low levels of inflation and the fact that the pay award for 2010/11 has already been agreed the allowance in respect of inflation has been reduced.
- Investment income has been identified as a risk area. In last year's risk assessment this was changed to be classified as a "high risk" and due to the continuing uncertainty in the world economy this has been maintained for next year.
- The assessment includes the risk that the VAT exemption limit will be exceeded with a consequent loss of recoverable VAT. Regular monitoring and active management of new schemes minimises this risk.
- The concern over the funding of the pension fund is recognised in the assessment. However "risk" is assessed as "low" and has been reduced for 2010/11 because the anticipated increased contributions from the 2007 valuation required have been built into the budget.
- On the basis of earlier years' outturns and current year monitoring particular areas have been identified as potential risk areas for variances: cash flow, benefits, emergencies, new spending, litigation, partnerships, Regeneration programme and the budgeting process. These are being regularly reported on as part of the current year monitoring. All of these areas have been reviewed with some changes proposed with are addressed in the risk assessment.

## **Implications**

The risk assessment will be carried out at least annually as part of the budget process. While the current assessment indicates a minimum level it is important to recognise that there are implications of operating at this level. As noted above we have traditionally had a level of balances that have provided flexibility and enabled new initiatives to be considered outside the annual budget process. Operating at the minimum level requires an approach and a discipline to: -

- Ensure all spending aspirations for the coming year are assessed as part of the annual budget process. The continued development of the Medium Term Financial Forecast will assist in this.
- Recognise that it will not be possible to draw on balances to fund new discretionary initiatives identified in the year, however desirable they may be; an alternative source of funding would need to be identified.
- Realise future assessments could identify a need to rebuild balances



- Accept that the potential for interest earnings on balances will change depending on the level of balances held. (This will be reflected in the budget accordingly.)
- Acknowledge that any balances desired for future flexibility/change management will need to be built up over and above the prudent level identified.

In addition it is acknowledged that it may be necessary for balances to fall below the recommended level. Balances are provided to mitigate unbudgeted cost pressures and as such at times they may be used to provide temporary support to the Council 's budget.

## 6. General Fund Balances - Position

The following table sets out the current level of General Fund balances.

### General Fund Balances Current Position

	£'000	£'000
Balance as at 31 March 2010 (note 1) (As per Statement of Accounts)		3,926
<b>Proposed use of balances during 2010/11:</b>		
• Financing carry forwards – Proposed carry forward of 09/10 budgets (note 2)		196
• Funds released in 09/10 carry forward to 10/11 (note 3)		297
• Supporting the 10/11 Budget (agreed as part of 10/11 budget)		671
• Further Changes in 2010/11:-		
VAF Legal Fees	500	
Icelandic Investment Impairment	405	
Tour of Britain Event	30	
Release of insurance reserve / provision	(205)	
	<hr/>	730
<b>Projected Balances as at 31 March 2011</b>		<hr/> <b>2,032</b>
Agreed minimum balance		1,500
<b>Potential Surplus Balances as at 31 March 2011</b>		<hr/> <b>532</b>

#### Notes:

1. The balance at 31 March 2010 reflects the outturn for 09/10 which includes the release of £50k from the Regeneration Reserve
2. Carry forward budgets have been reviewed by the Head of Resource Management.
3. This includes previous approved releases from balances which have not yet been spent.

This forecast is on the basis that there are no further calls on balances during 2010/11 and the current year's budget does not overspend.

## 7. Earmarked Reserves and Provisions

The Council maintains a number of earmarked reserves and provisions, which allows it to prudently plan for future expenditure requirements. As at 31 March 2010 earmarked reserves totalled £6.18m and provisions £0.45m.

As part of the budget process a review was undertaken into the level and appropriateness of earmarked reserves and provisions. The review concluded that the reserves and provisions detailed in the following table remain appropriate and at an adequate level.

The position on these reserves will be reviewed as part of the 2011/12 budget process including forecasting and assessing the impact of future commitments.

One area that has now been reviewed is the insurance reserve and this report includes a proposal to use £205k from this to support general balances.

### Earmarked Reserves

Reserve	Amount 31/03/09 £'000	Estimate 31/03/10 £'000	Comment
Renewals and Repairs (including Building Maintenance Programme)	2,888	2,090	Maintained for the replacement of plant and equipment and the maintenance of premises. Annual contributions are based upon the estimated renewal or repair cost, spread over the life of the asset.
Insurance	594	445	To cover the self-insurance of selected properties. The balance of the fund is split with a proportion specifically identified as a provision against the cost of claims (see section B). Following an actuarial review it is proposed in this report that £205k of the current balance could be transferred to balances.
Capital Expenditure	3,062	2,553	Revenue provision to fund the capital programme. The reserve is fully committed to funding the current capital programme. However actual use of balance is dependent not only on progress of spending on approved capital schemes but also level of other resources, mainly capital receipts, received. This Reserve is also being

<b>Reserve</b>	<b>Amount 31/03/09 £'000</b>	<b>Estimate 31/03/10 £'000</b>	<b>Comment</b>
Regeneration Reserve	437	166	used to support some financing costs of the Community Stadium and also part of the Icelandic investment impairment. Maintained to finance non-recurring expenditure incurred during the development of the Council's four regeneration areas. Spending of £166k has been included in the 2010/11 budget and therefore the reserve will be fully used by March 2011.
Asset Replacement Reserve	9	10	A reserve for the future replacement of vehicles and plant. The vehicle replacement policy has been reviewed. Revenue contributions to this reserve have now ceased and the funding for the majority of repairs is now sourced from the Council's Capital Programme.
Gosbecks	423	408	Maintained to provide for the development of the Archaeological Park. The main source of funding was a 'dowry' agreed on the transfer of land.
On Street parking reserve		64	Any surplus ring fenced to cover deficits.
Heritage Reserve Mercury Theatre	184	2 209	Provision for the building's long term structural upkeep.
Hollies Bequest	12	11	Provision for the upkeep of open space.
Section 106 monitoring	209	184	Required for future monitoring of Section 106 agreements. From 2010/11 onwards it has been agreed to use £70k from this reserve on an annual basis to support the budget.
Community Stadium - loan	35	35	To cover set up costs and working capital. No repayments are expected within 2010/11. The loan is repayable to the Council within 7 years from the agreement date of 29 January 2008.
	<b>7,853</b>	<b>6,177</b>	

## Provisions

Reserve	Amount 31/03/09 £'000	Estimate 31/03/10 £'000	Comment
Insurance	323	450	This element of the fund is specifically set aside as a provision to meet the cost of claims, notably subsidence. Some work on properties in respect of subsidence planned to be completed in 2009/10.
	<b>323</b>	<b>450</b>	

## 2011/12 Budget Timetable

**Budget Strategy March 10 – July 2010**

<b>March – June (SMT and Budget Group)</b>	Budget Group Meetings Agreed Update MTFF /Budget Strategy Review potential cost pressures, growth and risks Consider approach to budget Initial budget reviews started
<b>Cabinet – 30 June 10</b>	<ul style="list-style-type: none"> <li>• Report on updated budget strategy / MTFF</li> <li>• Timetable approved</li> </ul>
<b>SOSP – 20 July 10</b>	Review Cabinet report
<b>Budget Group / Leadership Team - June / July</b>	Consider review of capital programme Consider approach to consultation

**Detailed Budget preparation and Budget Setting Consultation**

<b>Budget Group / Leadership Team regular sessions on progress / budget options now - December</b>	Review budget tasks (the 5 tracks) Consider outcomes of Fundamental Service Reviews
<b>Cabinet – 8 September 10</b>	<ul style="list-style-type: none"> <li>• Budget Update</li> <li>• Proposals for consultation</li> <li>• Review of capital resources / programme</li> </ul>
<b>Cabinet – 20 October 10</b>	Budget Update (if required)
<b>Cabinet – 1 December 10</b>	<ul style="list-style-type: none"> <li>• Budget update</li> <li>• Reserves and balances</li> <li>• Grant settlement</li> </ul>
<b>SOSP – 11 January 11</b>	Review Cabinet report / Budget Position (Strategic Review)
<b>FASP – 25 January 11</b>	Review consultation / Budget position (Detailed proposals)
<b>Cabinet – 26 January 11</b>	Revenue and Capital budgets recommended to Council
<b>Council – 16 February 11</b>	Budget agreed / capital programme agreed / Council Tax set

*Timing of consultation to be included within process when agreed.*

*Leadership Team to review budget progress during year.*



## Cabinet

30 June 2010

Item  
**8(i)**

<b>Report of</b>	<b>Head of Corporate Management</b>	<b>Author</b>	<b>Lucie Breadman</b> 📞 <b>282726</b>
<b>Title</b>	<b>Year End Performance Report including Strategic Plan Action Plan and proposed targets / actions for 2010/11</b>		
<b>Wards affected</b>	'Not applicable'		

Members are invited to consider the performance report for the period up to end of March 2010 which includes progress of our Performance measures, the Strategic Plan Action Plan and proposed targets and actions for 2010/11.

### 1. Action required

Members are asked to consider / comment / agree on:

- The year end performance summary for 2009/10, at Appendix 1.
- The Table of Indicators and proposed targets for 2010/11, at Appendix 2.
- The year end Strategic Plan Action Plan, at Appendix 3.
- The proposed Strategic Plan actions, at Appendix 4.

Also to consider the proposals from the Strategic Overview and Scrutiny Panel (attached) following their review of the report on the 8 June 2010.

### 2. Background information

The council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides the year end position of our Organisational indicators and Strategic Plan Action Plan (SPAP). The report also provides information on the proposed targets and actions for 2010/11.

### 4. Performance Summary

- Our overall basket of organisational performance measures shows that 25 (71%) of indicators are forecast to meet year end targets. This compares well with the forecast at quarter three for 54% to achieve their targets.
- 10 Indicators (29%) did not meet the targets set and details are included in Appendix 1 and 2.
- Monitoring of the actions within our Strategic Plan Action Plan shows that 96% of actions achieved their year end targets.
- The council has also received a number of awards and accreditations highlighted at the end of appendix 1.

### 5. Proposals from Strategic Overview and Scrutiny Panel

The performance report including the SPAP and proposed targets and actions for 2010/11 were scrutinised by SOSF on the 8 June 2010. The recommendations are attached.

**6. Strategic Plan references**

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**

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**

The National Indicators are a statutory requirement and our performance against them needs to be monitored on an annual basis.

In addition, those indicators which are specifically referenced in the Local Area Agreement are collated by the County Council and shared with our partners.

The performance report contains key measures for National Indicators, Local 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**

The financial implications of the action plans to deliver the national indicators form part of the budget setting process.

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

The National 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**

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**

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

**13. Risk Management implications**

We aim to deliver against the National 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.



**1.0 Included in this Report**

Performance Summary	Page 1
Progress of National Indicators	Page 2
Progress of CBC 'Have Regard to' LAA Indicators	Page 2
Progress of our Local Indicators	Page 3
Strategic Plan Action Plan Update	Page 3-4
People Update	Page 4-5
Other Performance News & Conclusion	Page 5-7

**2.0 Performance Summary**

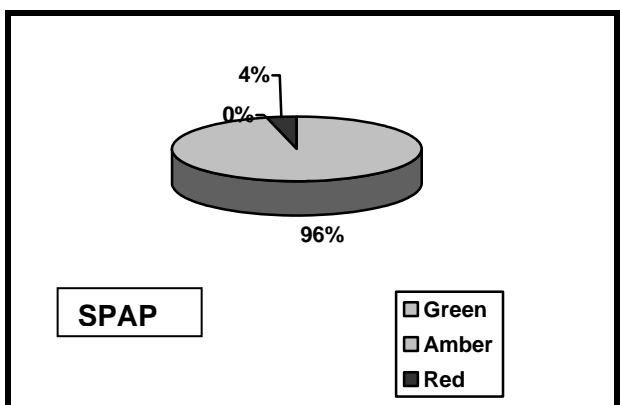
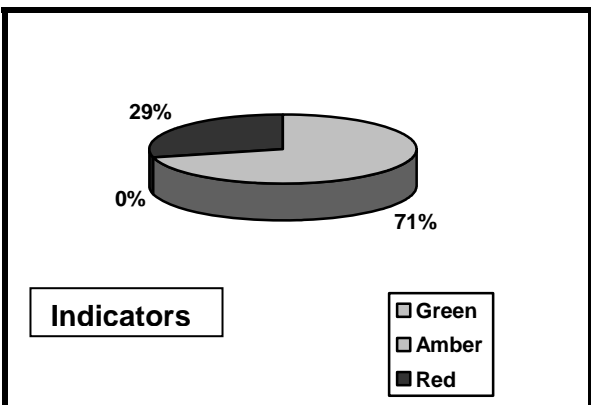
The Council agreed a number of key performance areas in 2009/10 which were used as part of the Performance Management Framework to help monitor progress and improvement. This Appendix provides a summary of the year end position with regard to key performance measures, improvement actions within the Strategic Plan Action Plan (SPAP) and some qualitative information relating to a number of key performance areas.

Overall we monitor Red, Amber and Green(RAG) alerts for 35 of our indicators and of these 71% (25) have met their year end targets. This compares well with the forecast, 54% at quarter three. 29% (10 indicators) did not achieve year end targets and full details are included in the comments columns of the tables in the Appendices to this summary report.

At year end we achieved 96% of the actions within our Strategic Plan Action Plan.

It is always worth remembering that while targets are important, they are not the only measure of success. Indeed some targets are set at very stretching levels and missing this does not mean poor performance has occurred and equally a very easy target achieved could represent missed opportunities. For that reason we also track 'improvement', where it is possible to do so. This is a key measure for the audit commission and of the 29 indicators included in this measure 69% have shown some improvement on last year's performance. Given the challenges faced this year it is important not to lose sight of this achievement.

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







### **3.0 Progress of our National Indicators**

The table (Appendix 2) provides the year end data from our basket of organisational performance measures in relation to the National 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 and a proposed target for next year, where relevant.

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.

National Indicators for next year: Four NIs have been dropped as part of the national set from 1 April 2010. It is proposed that we retain NI14, avoidable contact, as a local indicator, but as shown in the table at Appendix 2, National Indicators 170, 180 and 184 will not be retained.

Proposed targets for our remaining NIs are included on the table in Appendix 2.

Key areas to highlight include:

- Good progress and activities in relation to NI35.
- Good performance in relation to our fuel poverty National Indicator
- Two red alerts in the planning National Indicator (NI 157)

### **4.0 Progress of our LAA 'Have Regard to' Indicators**

Local Area Agreement (LAA) Indicators are national indicators that have been agreed as priorities by partner organisations across Essex. There are some which Colchester Borough Council 'has regard' to and as such we monitor these separately. Year end performance for these indicators and 2010/11 proposed targets are included on Appendix 2.

Key areas include:

- NI 155, exceeded the affordable homes target
- NI156, we have reduced the number of people living in temporary accommodation from 235 last year to 178 this year.
- NI 192, despite not meeting our stretching 40% target we have improved our recycling rates from 36.9% last year to 39.28% this year.
- NI 195, our measure for street and environmental cleanliness has improved in all categories during 2009.



## **5.0 Progress of our Local and Life Chances Indicators**

We have a number of indicators that have been selected because they are relevant to local priorities and the year end position is detailed in the table on Appendix 2, along with proposed target for next year, if we are planning to retain the measure.

Key areas include:

- Where a decision against a planning application is appealed we have performed well when compared to the national average.
- The average time taken to re-let council houses has improved year on year from 40 days to 34, despite missing the target set.
- Our performance to help prevent homelessness was successful in meeting the target set which is good given the current economic climate.
- We achieved fewer evictions due to bad debt than anticipated.
- Year end sickness absence did not meet the target set, but good progress continues to be made with short term sickness rates and in 2010 further thought will be given to the processes involved and our Occupational Health Scheme's effectiveness.
- The methodology used to monitor ex-79a, (processing accuracy) changed in-year impacting on the performance against the target set.

## **6.0 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 3 to this report provides the year end position of our Strategic Plan Action Plan 2009/10. We achieved 96% of the actions.

Some key areas to highlight from each of the priority areas include:

- A multi-agency 'Older People's Forum' has been established.
- Promotion of the MEND scheme (to reduce childhood obesity).
- Safer Colchester Pilot attracted £150,000 of funding and is progressing well including successful 'Days of Action' held to tackle anti-social behaviour.
- A12 Junction work has started and 2.5km of foot and cycle paths improved through Highwoods residential area.
- The Town Centre Project Plan in place
- Achieved target to increase proportion of working age population qualified to level 3 NVQ or higher and NVQ level 2 training provided to 75 local residents to help secure employment with Waitrose. In addition we secured a Future Jobs Fund award – 88 placements / apprenticeships
- Joint post recruited with the NHS to work on Health Priorities in the area.



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

- Six new health walks have been introduced against a target of three.
- 30 properties have been improved through the fuel poverty scheme and 97 empty properties have been bought back into use as at September 2009.
- Kerbside recycling service extended to all flats and a door stepping project commenced in October to increase levels of participation in recycling. We also organised monthly 'blitz cleans' taking place along with 'days of action' and free recycling service now provided to all schools.

Our draft 2010/11 Strategic Plan Action Plan is included at Appendix 4.

### 7.0 People Update

The Strategic HR Team meets monthly to discuss strategic and corporate performance areas across all services. The following provides a summary of some key areas from 2009/10:

#### **Sickness Absence**

The sickness figure for 2009/10 was higher than the Council's target of 8 days per employee. During the year there were 31 cases of swine flu and 168 working days were lost for this reason, with each employee taking an average of 5.4 days off work to recover. Short term sickness has reduced since last year, which is good, but long term sickness has increased impacting on the overall performance.

#### **Recruitment**

Voluntary turnover for the year was 7.0%, a decrease on the 2008/09 figure of 9.1%. Similarly, external recruitment activity remained quite low in comparison to previous years (pre-recession), with all posts being advertised internally first and as 12-month contracts. Furthermore, internal movement during 2009/10 has been fairly healthy with instances of "acting up" (6), movement as a result of a "re-organisation" (11), "secondments" (12) and "transfers" (74) showing a flexible workforce.

#### **Learning and Development**

A range of internal learning and development activities have been delivered throughout 2009/10 including: Customer Excellence; the CLM programme; development of the Managers Network; Leadership Days; ILM Level 3 Coaching; SMART performance management; recruitment and selection; interview skills for employees affected by the Housing FSR; disciplinary and grievance; neuro-linguistic programming; preparation for retirement and change management. Another significant development during the year was the launch of the Learning Pool, which replaced the "Colchester Learning Academy" area of the Hub.

Furthermore, there are plans to deliver training for Safeguarding Children to the whole of CBC (via a 15 minute e-learning course on the Learning Pool and additional face-to-face sessions where this is required) and two mental health awareness sessions in May and July. In the summer the Local Government Ombudsmen will deliver "Good Complaint Handling" training to GMT managers.



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

Member Development has also moved forward with a shared desire to achieve Charter Status and an agreed new process.

### **Flexible Working**

While working in a flexible way was not new to our workforce we introduced a big addition to this in 2009/10 with the ability for staff to work both from home and in alternative locations. Our flexible working capacity is now ahead of most other public sector organisations and has enabled efficiencies in accommodation, investment in new technology (providing a platform for future innovation), enhanced work life balance for staff, benefits for our customers including greater speed of resolution and many opportunities for increased productivity and improved service delivery in the future.

### **Health & Safety**

Updates on the previous key areas of focus reported in the last quarter include:

- i) Incident rates remain low, which points towards a good underlying safety culture. However, the incident report system needs to be updated in order for us to comply with our legal duties and the Health & Safety Advisor is currently sourcing a new system.
- ii) The Health & Safety Policy has been reviewed, rewritten and signed off by the Chief Executive.
- iii) Three new Health & Safety Standards for Volunteers, the Health & Safety Committee and Office Inspections have been agreed and will be published shortly.
- iv) A new Fire Evacuation System is now in place at Rowan House and will be tested within the month.
- v) New First Aid arrangements, including training for designated officers, have been made in line with new guidance from the Health and Safety Executive.
- vi) Most of CBC's main buildings now have a new Fire Risk Assessment (FRA).

### **Equality & Diversity**

During 2009/10 recommendations from the Peer Review (undertaken in March 2009) have been actioned; for example, redesigning the EqIA form and ensuring that this process is embedded in policy review both at officer and member level and working with partner organisations to improve community engagement. Furthermore, the first Single Equality Scheme with a 3-year action plan was approved by Full Council in January 2010. Implications of the new Equality Act are also being considered.

## **8.0 Other Performance News**

Alongside the key monitoring processes we have in place with our Performance Indicators, there are many ongoing activities and improvements taking place within services and in partnership. A summary, since the last report in December 2009 is shown below:



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

### Awards and accreditations include:

#### For the whole Council

Equality Standard – level 3	This transfers across to the new Equality Framework as 'achieving'
Institute of Customer Service	Earned its Approved Centre Certificate – 42 members of staff have now achieved their ICS awards
Customer Excellence Standard	Assessment replaces Charter Mark and has been awarded to Resources Management and Corporate Management with ongoing assessments for all Services.

#### For Council services

Chartered Institute of Public Relations	Silver award in the 'outstanding in-house PR team' category for the eastern region
Good Communications Awards	Only district council to be shortlisted in the 'local authority PR team of the year' category
LEXCEL	Achieved the Law Society's practice management standard for the ninth consecutive year
Firmstep - Customer Excellence	For innovation in the use and development of IT in the CSC and Planning
Memorial Awareness Board	The cemetery was awarded 'honourable mention' in category C – cemeteries above 15 acres.
Green Flag Award	For high quality parks and open spaces - cemetery , Castle Park and High Woods Country Park
Green Heritage Site	Castle Park -held annually since 2003, when it was one of only four in England to earn this award
Walking the way to Health	Natural England award for our Colchester Health Walk scheme
Divisional Commendation	Essex Police made individual awards to four members of our Community Safety team
PDQ Award for best green keeping	Castle Park was judged to have the best green in more than 50 Essex cricket grounds
UK Best Park	Castle Park won 'Best Park in the UK' for its usability, access, design and community involvement
QUEST Sport and Leisure Awards	Colchester Leisure World was ranked as 'excellent' and in the top 20 leisure facilities in the UK
QUEST Sport and Leisure Awards	Earned for our highly commended and continuously improving sports development services
MJ Awards	Finalists in the 'public private partnership achievement' category for the Community Stadium
Royal Institution of Chartered Surveyors	The Community Stadium was judged 'Project of the Year' and winner of the 'community benefit' category at the East of England Awards, and then went on to achieve 'community benefit award – commended' as runner-up in



## Appendix 1 - Performance Summary Year End - April 2009 to March 2010

	the national awards
Essex Tourism Awards	The Guardians of the King exhibition won Museum Event of the Year -the first year of these awards
Tourist Information Centre of The Year	Colchester's tourism team earned the silver award, and have won an award every year since 2005
Park Mark	Awarded to 10 council car parks following an independent assessment of quality and security
Government Business Awards	Shortlisted for our carbon awareness and Rubbish Recyclers campaigns
National awards from the institute of Cemetery and Crematorium	We achieved 3 <sup>rd</sup> place in the South East and 13 <sup>th</sup> nationally for providing high-standards of burial and crematorium services.
Arts and Business East Awards	Colchester won the 'community category' for 'Venice-inspired painted poles' Art Installation on Layer Road.
PATROL award	Shortlisted in the top 5 out of 230 parking authorities.

### Colchester Borough Homes

Colchester Business Awards	CBH won the 'education and lifelong learning' category of these awards run annually by Newsquest
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## 9.0 Performance and Improvement..... looking ahead to 2010/11

2010/11 will no doubt provide even more challenges than we have faced in 2009/10. While the economic situation may recover around us, the need to maintain and improve performance, while delivering efficiency demands, will continue to be our focus.





To help drive the change that is needed we will concentrate on agreed priorities, work ever more closely with our partners and continue with our programme of Fundamental Service Reviews (FSRs) throughout the organisation. These reviews place our customers at the heart of what we are trying to deliver, aiming to reduce duplication of effort, work more closely with partners and make better use of technology and resources to ensure customers receive the services that they want in the most efficient way possible for the taxpayer.

In 2009/10 we carried out FSRs on our Planning, Housing, Benefits and Revenue Services. Implementation will be ongoing during 2010/11 with significant outcomes expected over the next three years, and while some of the change will happen over this slightly longer period, there have already been significant achievements in terms of efficiencies and improved delivery of services for our customers. A review of Street Services is now underway with exciting opportunities being identified, even at this early stage.


**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
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**National Indicator Table**





<b>NI14</b> Avoidable contact	36.6%	n/a	<b>14.4%</b> 	The first full year of recording NI14 data has shown a fall in the level of avoidable contact as a result of proactive work with services. Changes have been made and improvements need to continue with regard to communications sent to customers. Lead: Leonie Rathbone	12.50%	NI14 has been discontinued as a national indicator however CBC will continue to measure, report on and look to reduce avoidable contact in 2010/11 as a local indicator. .
<b>NI 35</b> Building resilience to violent extremism	n/a	Lev 2	<b>Lev 3 GREEN</b>	Significant progress has been made in just 9 months linked to all 4 key objectives which are scored between 1-5 with one being the lowest. Colchester is regarded by the Home Office as only one of six councils in the eastern region exhibiting best practice and consistent achievement in delivering Prevent. Lead: Gareth Mitchell.	Level 3	Lev 3. NI35 will be subject to a formal review by auditors in May 2010. This will provide feedback on our self-assessment approach to date and ongoing improvement actions will be identified following this review.
<b>NI 157</b> Processing of planning applications v targets for 'major', 'minor' and 'other' application types	56%	major 60%	<b>61.4% GREEN</b> 	Figures in all three categories exceed the government minimum standards of 60%, 65% & 80% respectively and so there has been an overall improvement in major performance sufficient to avoid an abatement of HPDG. The goal of top quartile performance has eluded the service with the filling of a number of key posts in the service in 2010 and some tailored internal structure changes occurring too late to be able to impact more meaningfully on the end of year performance figures. It does however now mean the service is better placed to improve performance to meet the Council's higher NI157 performance requirements	65%	Target set is an improvement on 09/10 outturn is felt to be achievable given the resources and complexity of applications.
	83%	minor 85%	<b>70.7% RED</b> 		75%	Target set is an improvement on 09/10 outturn and is felt to be achievable given the resources.
	92%	other 95%	<b>87.1% RED</b> 		93.5%	Target would be in top quartile performance (as at current benchmark) and while stretching is felt to be achievable.

Appendix 2 - 2009/10 Year End Table of Indicators



Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 158</b> % non-decent council homes	18.8%	25%	<b>13% GREEN</b> 	in 2010-2011. Furthermore the prudent decision to use secondments rather than lose jobs has meant that key Planning Policy documents have been progressed and other Strategic projects were moved on.. Lead: Bev Jones This years target has been exceeded and at the end of 2009/10 we have 797 properties which are Non-decent. In addition there are 7 properties where decent homes work was refused during the year. The reduction in the number of non-decent homes has been due mainly to improved data from stock condition surveys and work completed as an emergency. Lead: Lindsay Barker	12%	The Decent Homes contracts have been awarded and the programme details for the next two years finalised; we anticipate work being carried out on 892 properties which will contribute to reducing the number of Non-decent properties by 300 and therefore recommend a target of 12% for 2010/11.
<b>NI 159</b> Supply of ready to develop housing sites	6222	4150 (5 years @ 830)	<b>On target GREEN</b>	This is a 5 year programme and it is currently on target and will roll forward into 2010/11. Lead: Lindsay Barker	4150 (5 years @830)	Target carries forward
<b>NI 160</b> tenants' survey	74.16%	n/a	n/a	Bi-Annual survey not relevant for 2009/10 but included because will be part of the data set for 2010/11. The survey period is likely to run from late May and through June 2010. A communication strategy has been developed to promote the survey and encourage tenants and leaseholders to complete the questionnaire, the responses from which will be used to shape the future delivery of services provided by CBH. Lead: Lindsay Barker	78%	Target agreed with CBH




**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 170</b> Previously developed land vacant /derelict over 5 years	n/a	Less than 105ha	<b>89.835ha GREEN</b>	Achieved performance and indicator discontinued in future.  Lead: Lindsay Barker	n/a	This NI now dropped for 2010/11 and will not be retained as local indicator.
<b>NI 179 VFM:</b> total net value of ongoing cash-releasing VFM gains	£1.4m	£1,6m	<b>GREEN</b> 	Final figures are not yet known for 09/10 and are not required to be reported until end of July. Forecast figure for 2 years combined reported at mid year was £2,030,000 but may increase as part of end of year review.  Lead: Charles Warboys	£3m over 3 years	Target was originally agreed as £800k pa. Suggest a provisional target of £3m now be set for the three years given performance in year 1. 09/10 info not available
<b>NI 180</b> Housing/council tax benefit entitlement Changes	20,862	21,000	<b>30,500 GREEN</b> 	19/4 technical problems affecting more than one district – final results not yet available but target was achieved in fourth quarter.  Lead: Charles Warboys	n/a	This NI now dropped for 2010/11 and will not be retained as local indicator.
<b>NI 181</b> Time to process benefit new claims/change events	13.14	13 days	<b>12 days GREEN</b> 	19/4 technical problems affecting more than one district – final results not yet available but local monitoring indicates target was achieved.  Lead: Charles Warboys	11days	Target reduced (improved) to 11 days. FSR business case target to reduce to 5 days is over a 3 yr period – 10/11 is a stepping stone towards this.
<b>FSR NI 182</b> Satisfaction of businesses with LA regulation services	85%	85%	<b>84% RED</b> 	Only missed target by 1% and figure could be impacted by inclusion of additional returns from other services with a more “enforcement” related remit. Figure may still be influenced by late survey returns.  Lead: Colin Daines	85%	Target to be kept at 85% for 2010-11.

Appendix 2 - 2009/10 Year End Table of Indicators

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 184</b> Food establishment in area, compliant with food hygiene law	91%	95%	<b>91.95% RED</b> 	Slight fall since last quarter, but still good response to this quite challenging target. Premises inspected are different to those responsible for the 08/09 figure, making year to year comparisons misleading.  Lead: Colin Daines	n/a	This NI now dropped for 2010/11 and will not be retained as local indicator.
<b>NI 185</b> CO2 reduction from local authority operations	Baseline 10,076 tonnes CO <sub>2</sub>	> 850 tonnes of CO <sub>2</sub>	> 850 tonnes of CO <sub>2</sub>  <b>Forecast GREEN</b>	The data collection processes are in place to calculate the total CO <sub>2</sub> emissions from Council buildings and operations for 09/10. The data collection cannot be carried out until after the end of the financial year, the annual submission of data for the indicator will be in July 2010. The Local Authority Carbon Management programme sets out the actions to reduce emissions from the Council.  Lead: Matthew Young	1064 tonnes	The targets for this indicator are based around the planned projects within the Local Authority Carbon Management programme. The projected target for 2010/11 will be a reduction of 1064 tonnes of CO <sub>2</sub> (however future feasibility studies may alter this)
<b>NI 187</b> Fuel Poverty % of people receiving inc based benefits living with low energy rating.	SAP < 35 = 6.9% SAP > 65 = 31.2%	SAP < 35 = 6% SAP > 65 = 33%	<b>SAP &lt; 35 = 5% GREEN</b> <b>SAP &gt; 65 = 39%</b> 	Energy efficiencies in houses can be measured by using the 'Standard Assessment Procedure' (SAP) This indicator measures the progress in tackling fuel poverty through the improved energy efficiency of households inhabited by people claiming income based benefits. The target has been achieved. A low number is good for the first part of the target; a high number good for the second part.  Lead: Gareth Mitchell	SAP <35 =6% SAP >65=33%	Different households are checked every year so this is a difficult measure to predict but overall we would hope to see an improvement as efforts are being invested into improving energy efficiency in households inhabited by people claiming income based benefits.
<b>NI 194</b> Level of air quality – %	n/a	2% less	<b>2% Forecast GREEN</b>	The data collection process is the same as NI185 and is in place to calculate levels of air quality from the Council's buildings and operations for 09/10. As	>2%	The projected target for this indicator will be a further <b>2%</b> reduction in NO <sub>x</sub> and PM <sub>10</sub>




Appendix 2 - 2009/10 Year End Table of Indicators

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through CBC's estate and ops				with NI185 the data collection cannot start until after the end of the financial year and will not be reported until July 2010. Projects through the Local Authority Carbon Management programme will help to achieve a reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions. Lead: Matthew Young		emissions.
<b>NI 196</b> Improved street and environmental cleanliness-flytipping	623	590	<b>393 GREEN</b> 	Fly tips are down by 35% compared to the last year due to several factors. Extensions to the free bulky collections have had a positive effect along with publicity surrounding Days of Action events, raising public awareness. Info sent to businesses has also raised awareness of Duty of Care (DOC) procedures and the necessity of legitimate waste collection services, lessening the effects of business waste fly-tipping. Also contributing to a reduction is the introduction of a Service Level Agreement with Colchester Borough Homes providing dedicated cleansing staff to CBH maintained areas.  Lead: Matthew Young	350	It is hoped that continued education and events similar to the Days of Action programme can reduce fly tips further to a target of 350




Appendix 2 - 2009/10 Year End Table of Indicators

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
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LAA 'Have Regard to' Indicators

<b>NI 154</b> Net additional homes provided	1041	800	<b>GREEN</b> 	800 net additional homes provided against the revised target (Go-East revised to 800 from 830 earlier in the year) as such target achieved and this is top quartile performance when compared with other Local Authorities.  Lead: Lindsay Barker	650	Revised targets agreed with Go-East for the short term.
<b>LAA LI2.2 / NI 155</b> No. of affordable homes delivered (gross)	120	128	<b>156 GREEN</b> 	The year end figure of 156 completed affordable homes has exceeded the target set for the year by 28 homes. This year's result is also higher than the 2008/2009 figure of 120 homes. This is an excellent result especially in light of the current economic climate.  Lead: Lindsay Barker	136	Whilst we were given the opportunity to revise our figure as part of the LAA negotiations on targets we have kept our original target, in spite of current economic conditions, to reflect the importance the Council attaches to the delivery of affordable housing in its Strategic Plan.
<b>NI 156</b> Number of hhs in temporary accomm	235	200	<b>179 GREEN</b> 	The 09/10 target has been achieved with a considerable amount of positive work to prevent homelessness, and also work to help homeless people housed in our temporary accommodation move on quickly.  Lead: Gareth Mitchell	170	The council has a target under a national government initiative to reduce the number of households in temporary accommodation to 170 by December 2010.
<b>NI 186</b> CO <sup>2</sup> reductions per head in CBC's area	0.4 tonnes CO <sup>2</sup> less per capita	0.3 tonne less per capita	<b>Forecast GREEN</b>	The data for this indicator is produced by DECC and published annually. The data runs two years behind the present year which means the 08/09 result actually refers to a reduction in per capita CO <sup>2</sup> emissions between the baseline of 2005 and	0.2 tonnes	The proposed target in line with the Local Area Agreement will be to reduce per capita CO <sup>2</sup> emissions by 0.2 tonnes.

**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
<b>NI 188</b> Planning to adapt to climate change	level 1	level 2	<b>level 2 forecast GREEN</b> 	2007. The data for 09/10 will be published in July 2010 and will refer to a reduction in per capita CO <sup>2</sup> emissions between the baseline of 2005 and 2008, forecast to meet target and represent a reduction of 6.37%. (0.3 tonnes less per capita). Lead: Matthew Young	Level 3	The proposed target in line with the Local Area Agreement will be to achieve Level 3.
<b>NI 191</b> Residual household waste per household	527.64 2kg	508kg	<b>482.73kg GREEN</b> 	The final submission will be May 2010. This indicator is a process driven target and is reported through a self assessment matrix. Work carried out so far should enable the Council to achieve level 2 which is 'Comprehensive risk-based assessment and prioritised action in some areas'. Lead: Matthew Young	459kg	Continued educational work, reduced packaging and economic pressures should continue to see the total waste arisings drop. A reduction of 5% would be achievable with a target of 459kg
<b>NI 192</b> Household waste reused, recycled and composted	36.9	40.0%	<b>39.28% RED</b> 	The Dry Recyclables rate has increased on last year's figure. The main contributor for this increase is due to the reduction of waste to landfill as the tonnage of recyclable material collected is slightly lower than last year. The composting rate is down for the year compared to 08/09 with a corresponding reduction in the tonnage of garden waste collected. The reduction is due to dry	41%	Target of 41% with expected year on year improvements as the outcomes of the FSR are implemented.

Appendix 2 - 2009/10 Year End Table of Indicators





Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
39 <b>NI 195</b> Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Litter 6.6% Detritus 13.3% Graffiti 6% Flyposts 1%	Litter 5.6%, Detritus 11%, Graffiti 5%, Flypost 1%	<b>Litter 5%</b> <b>Detritus 5%</b> <b>Graffiti 4%</b> <b>Flyposts 0%</b> <b>GREEN</b> 	weather conditions, an increase in home composting and the suspension of collections due to the severe weather problems. When compared to 2008/09 had the same amount of garden waste been collected it may have increased the overall combined recycling and composting rate to around 42%. However, 2007/08 produced a similar tonnage to 2009/10 and therefore fluctuations in tonnages due to weather conditions are to be expected and targets should be set accordingly. The expected increase in recycling from the Door stepping project has not been seen and, as the target % has not been met, this will result in a reduction in the contractor's payment. Lead: Matthew Young (2008) Surveys included Berechurch, Marks Tey, Tiptree, West Mersea and Dedham. For the same period this year we surveyed Fordham, Stanway, Shrub End, St Andrew's and Wivenhoe. Historically the 2009 surveyed areas receive more complaints regarding household waste which in turn leads to local issues with litter (escaping refuse etc), partly leading to the increases witnessed. The survey areas are government directed and implemented and are assessed under the Index of Multiple Deprivation (see attached sheet). It is though our intention in the new year to introduce comparative inspections therefore surveying the same areas. Fly-posting, detritus and graffiti have decreased and this is due to the combined efforts of the usual agencies and the partnerships in place to deal with	Litter 4%, Detritus 4%, Graffiti 2%, Flyposting 0%.	The new Street care Strategy incorporating educational strategy and new initiatives around enforcement and graffiti should allow improvement.

## Appendix 2 - 2009/10 Year End Table of Indicators





Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
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				graffiti. (CBC, Police etc) .Efforts are continuing to liaise with DEFRA and obtain monthly figures to obtain more accurate survey results. Regardless of these issues we have seen an improvement in 2009/10 Lead: Matthew Young		
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## Local and Life Chances Indicators



<b>ex-8</b> Invoices paid on time 40	98.3%	98.5%	<b>97.8% RED</b> 	Percentage has slightly dipped this year. Support is needed from all services to hit target. Individual service results are posted on The Hub, and in future all Heads of Service will receive quarterly figures directly. Performance is top quartile. Lead: Charles Warboys	98.5%	Retain target at 98.5%
<b>ex-9</b> Council Tax collected	98.4%	98.5%	<b>98.3% RED</b> 	Collection reflects current economic climate and increased number of payment plans for people having difficulty paying. Top quartile performance . Lead: Charles Warboys	98.5%	Target to be maintained at 98.5% which would represent and improvement on performance in 2009/10.
<b>ex-10</b> Business Rates collected	98.4%	98.5%	<b>98.5% GREEN</b> 	Target Achieved. Lead: Charles Warboys	98.7%	Increase target to 98.7%
<b>ex-12</b> sickness rate (average working days /employee	8.28 days	8 days	<b>8.75 days RED</b> 	Overall, short-term sickness has decreased in comparison with 2008/09 but a slight increase in long-term sickness has had a negative effect on the final outturn figure. There is also quite a clear positive correlation within the services who implement the Ill-Health Capability Procedure for employees triggering the Bradford Factor and	8 days	Target to remain at 8.0 days for 2010/11, as recognised that this is still a challenging area, especially given some of the change that the organisation is and will continue to have to go through in the coming years.

**Appendix 2 - 2009/10 Year End Table of Indicators**

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
				decreasing short-term sickness. Lead: Lucie Breadman		
<b>ex-79a</b> Benefit claims processed correctly	99.4%	95%	<b>88.88% RED</b> 	Methodology changed mid way through the year impacting on performance. The outturn and new target reflect the new improved quality assurance process, enhancing test checking of the entire assessment process (instead of just end product). Lead: Charles Warboys	90%	Target to alter to 90% reflecting a more achievable outcome given the new methodology and approach to this indicator.
<b>ex-204</b> Planning appeals allowed against our decision to refuse	33.3%	30%	<b>17% GREEN</b> 	Appeals performance continues to be excellent with a higher than average success rate:  Lead: Bev Jones	30%	Retain target at 30% (the national average). Despite good performance very unpredictable. No prospect of abatement in HPDG with the figures achieved.
<b>ex-218b</b> % abandoned vehicles removed in 24 hours	75%	80%	<b>96% GREEN</b> 	Vehicles are removed within a specified time following a formal request made to the contractor. The current reporting method is linked to the old BVPI requirements. During the year 2009/2010 we have experienced a 20% rise in the effectiveness of vehicle collections within 24 hours apportioned to the fact that fewer abandoned vehicles are dealt with due to incentives of vehicle disposal currently available. We currently remove on average, 4 vehicles per month. Lead: Matthew Young	98%	
<b>ex-212</b> Average time to relet council houses	40 days	28	<b>34 days RED</b> 	The year end cumulative figure of 34 days for this indicator is a big improvement on the year end result for 08/09 of 40 days. However, despite the progress that has been made it has still not met the	General Needs TBC	Cabinet have requested that the target be broken down into the three key areas so the performance can be tracked



Appendix 2 - 2009/10 Year End Table of Indicators

Indicator	08/09	Target 09/10	Result & DOT 09/10	Year End Report Comments	10/11 Target	Target comments for 2010/11
				target. Following a detailed evaluation of the situation carried out by the Chief Executive of Colchester Borough Homes a clear prioritised action plan has been established and agreed across both organisations to significantly improve performance. Lead: Lindsay Barker	Sheltered housing 47 days Temp Accom 43 days	more accurately to the individual areas. General needs still to be confirmed with CBH.
<b>ex-213</b> Homelessness cases prevented % per 1,000 hhs	4%	4%	4% <b>GREEN</b> 	The work to achieve this target involves a broad range of interventions to prevent homelessness by CBC and our partner agencies. 290 cases dealt with. Lead: Gareth Mitchell	4%	4% per 1,000 households.
<b>Life Chances 10</b> Reduce Decent Homes gap	0	50 homes by 2013	<b>GREEN</b>	This target runs until 2013. An approach has been agreed with the Portfolio Holder to target the Private Sector Renewals budget to achieve this target during the coming 3-years. Lead: Gareth Mitchell	12	To achieve 12 private sector housing grant applications from customers in New Town ward.
<b>Life Chances 13</b> Reduce 'bad debt' evictions	30	30	18 <b>GREEN</b> 	The year end outturn of 18 evictions is a significant achievement considering the difficult economic climate and is testament to the pro-active work CBH provides to assistant tenants in managing their finances. Lead: Lindsay Barker	n/a	Suggest that this measure is removed as it is relevant to CBH and monitored through PSP.

### Appendix 3 - Strategic Plan – action plan 2009-10 actions

This action plan provides the year end position for each of the agreed Strategic Plan Actions during 2009/10. A 'Green' update represents an action where the expected outputs for 2009/10 were achieved and 96% 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	Time scales	Q4 update	GMT lead
Survey, analyse and review services using existing insight from partners and top 5 issues from older people's groups	Appropriateness and focus of services tested against the local priorities for older people	Agree with partners our top 5 priorities for action in Colchester  Develop action plans for these priorities	May 2009  August 2009	<b>Green</b> The top 5 issues from the older people's forum identified: tackling pensioner poverty, increase availability of transport, empower older people through more information and knowledge, increase take-up of warm homes and address inconsistencies in hospital discharge process. There is an action plan in place that is regularly updated.	Matt Sterling
43					
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	<b>Green</b> Capacity secured in the Community Development team	Gareth Mitchell
Engage Essex County Council and NHS North East Essex as primary partners with strong links to named officers in both orgs.	Effective partnership working with the two key statutory agencies for older people's services	Named link officers identified  Establish effective communication/joint-working with named link officers	April 2009  March 2010	<b>Green</b> Link officers identified and joint working commenced.	Gareth Mitchell

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Agree Service Level Agreement with Age Concern Help older people access £300,000 extra income	April 2009 March 2010	<b>Green</b> The target of £300K has been achieved.	Matt Sterling
Set up a quarterly Colchester 'Older People's Forum' that feeds into setting annual key priorities	Clearer understanding of priorities for older people's services	First meeting held Agree work plan for this forum	April 2009 July 2009	<b>Green</b> This forum has now met 6 times.	Matt Sterling
Use the assessment of older people's housing needs to prioritise investment including investigating the potential of a Care Village	Improve the feelings of safety for citizens in later life Promote independence in the home Dispel the myth that people in later life are a burden	Options paper to relevant Portfolio Holder(s) setting out needs, opportunities and constraints	March 2010	<b>Green</b> Cabinet considered and approved project to proceed with disposal of former football ground at Layer Road to enable to development of extra-care sheltered housing scheme for older people. Project team established with partner agencies to look at design, capital and revenue funding	Tina Hinson

## Addressing younger people's needs

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Lead the Colchester Children and Young People's Strategic Partnership (CCYPSP) in focusing on priority needs	Effective local delivery of children and young people's services	PFH for Performance and Partnerships appointed Chair of the CCYPSP	March 2009	<b>Green</b> PFH for Performance and Partnerships chaired the CCYPSP until it was replaced by the North East Essex Children's Trust Board (NEECTB) in late 2009. PFH now joint Vice-Chair of NEECTB with Leader of Tending DC.	Gareth Mitchell
Work with key partners to ensure the safety and wellbeing of our children	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Safeguarding agenda embedded in the work of the CCYPSP  Completion of Section 11 (Children Act 2004) Audit of CBC's safeguarding arrangements and resulting action plan.	December 2009  March 2010	<b>Green</b> CBC have played a proactive part in scoping the role of the Stay Safe sub-group of the NEECTB.  First view of Section 11 audit completed and reviewed. Actions progressing to address gaps.	Gareth Mitchell
Increase collaboration between the council, local schools and their students	Effective communication and partnership working between CBC, local schools and students	CBC Cabinet to meet regularly with Colchester Young Essex Assembly (YEA) members  Agree with CCYPSP partners (including schools) a "Life Opportunities" target around primary school attendance	Ongoing  September 2009	<b>Green</b> Quarterly meetings between Cabinet and YEA  We are running a pilot project in Old Heath Primary school to address absenteeism rates and this is still on going. The Public Service partnership will use the findings of the pilot to inform a new target .	Gareth Mitchell /Matt Sterling
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	<b>Green</b> Capacity secured in the Community Development team	Gareth Mitchell

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Assist in enabling a broader provision of voluntary/charitable youth groups/activities based in local communities	More positive activities for young people	Positive activities identified in the Colchester Children and Young People's Plan and CCYPSP Commissioning themes	September 2009	<b>Green</b> CCYPSP commissioned positive activities services and first monitoring report reviewed by NEECTB.	Gareth Mitchell
Actively work with NHS North East Essex Healthy Schools Team to implement prevention services targeted at children and families in deprived neighbourhoods.	Reduced levels of childhood obesity and teenage pregnancies	Make Community Development officer capacity available to community/voluntary groups Promote anti-obesity programmes such as MEND through Healthy School workers	April 2009 May 2009	Capacity secured in the Community Development team <b>Green.</b> The MEND programme ran 3 x 9 week programmes in May, Sep and January.	Matt Sterling
Review and deliver the Colchester Play Strategy	Improved access to play opportunities for children and young people	Agree revised Play Area Development Plan and begin implementation of the action plan	March 2010	<b>Green</b> Play area review has been completed and principles have been adopted to use specific criteria to determine priorities for provision and refurbishment.	Bob Penny

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities	Provide younger people with the skills to enable them to compete effectively in changing economic conditions	Work with the Learning Skills Council, 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	March 2010	<b>Green</b> Post of Employer Engagement Manager for Colchester Skills Diploma Area Planning Group created; participating in the APG group and in particular, the Creative and Media Diploma element; researching and working to develop the uptake of Apprenticeships by individuals and employers under the newly launched National Apprenticeship Service.	Nigel Myers

## Community development

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Develop a Place Shaping strategy to delegate decision making and service delivery to local communities and respond to the opportunities provided by the Sustainable Communities Act 2007	Clear CBC approach to Sustainable Communities Capacity building within Community for delegated decision making	Citizens Panel established Constitution amended to reflect new legislation Paper on strategy to Leadership Strategy adopted	October 09 October 09 June 09 Mar 10	<b>GREEN</b> Paper on Sustainable Communities Act and Empowerment white paper went to leadership and Council agreed to adopt its objectives. Various elements of the constitution have been amended. 'Citizen Panels' are being used in Task and Finish work but no single 'Panel' has been created.	Ian Vipond
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the sills and worklessness 'Life Opportunities' targets	Increased skills levels and decreased levels of worklessness amongst residents	Support 11 Learning Champions (ongoing) Agree Grant to Signpost	Ongoing April 2009	<b>Green</b> We have achieved both targets and have been working with Job Centre +, Signpost, Children's Centres, Adult Community Learning and TaCMEP.	Matt Sterling
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 Monitor performance	February 2009 April 2009 October 2009 and March 2010	<b>Green</b> The fund process for 10-11 has just been completed and grants will be paid during April.	Matt Sterling

Action		Outcome	Outputs	Time scales	Q4 update	GMT lead
Work with communities to release resources from a range of sources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by Community Development Co-ordinator  Community Facilities Audit completed  New Community Facilities Supplementary Planning Document adopted	Ongoing  June 2009  March 2010	<b>Green</b> Development Team meetings are regularly attended.  The Community Facilities Audit is complete.  The SPD has been completed and is used in Development Team meetings.  Tiptree Community Centre and Forest Road Community Centre are making progress.	Matt Sterling	
Identify and work with residents to build their skills to work in their communities	Increased volunteering and pride in communities	Quarterly action planning meetings held with 11 Learning Champions  Mini-conference held to support resident NAP members	April 2009 to March 2010  April 2009	<b>Green</b> Quarterly action planning meetings with Learning Champions have been held.  Mini-conference being organised for NAP members.	Matt Sterling	
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in communities, increased volunteering, reduced fear of crime	Finalise proposal for a Safer Colchester pilot with Essex Management Board	July 2009	<b>Green</b> Safer Colchester Project is up and running since Sep 09. Areas covered have been Monkwick, Tiptree and New town. This project will be evaluated in the Autumn 2010 to see whether it can be continued.	Matt Sterling	



## Community safety

Action		Outcome	Outputs	Time scales	Q4 update	GMT lead
Co-ordinate a series of '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	Ongoing	<b>Green</b> 3 days of action have been held in New Town, Tiptree and Monkwick. Very successful partnerships work to target specific areas in line with the Safer Colchester Project.	Matt Sterling	
Reduce crime and anti-social behaviour in the town centre in the evening and encourage greater use by people of all ages	An increased positive perception of the Town Centre during the evening which generates a diverse range of people who are attracted by a wider range of events/activities on offer. The wider range of town centre users promotes a self-regulating approach to anti-social behaviour which reduces the reliance on enforcement activity	Final report from the Night time Economy Task & Finish Group which includes short, medium and long-term action recommendations to be fed into ongoing work related to the Town Centre.  Workshop in May to gain customer insight and engage key stakeholders  Peer Research to gain customer insight	Report by August 09  Workshop in May 09  Peer Research in June 09	<b>Red</b> Best practice academic research has been commissioned which it is hoped will be delivered in July 2010. It is anticipated that the final report could then be completed by the end of the Summer 2010.	Bev Jones	
Support the development and extension of the SOS and Community Bus Project	Financial sustainability for the SOS Bus	Open Road operate the Bus Friday and Saturday evenings  CDRP funding for bus performance managed	Ongoing  October 2009 and March 2010	<b>Green</b> This has been expanded to include a 2 <sup>nd</sup> mini SoS vehicle. This is used on 'Days of action' events and other community safety initiatives.	Matt Sterling	

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Together with our partners enable communities to challenge anti-social behaviour and develop Neighbourhood Action Panels to ensure community issues are being actioned and resolved	Reduced anti-social behaviour and improved responsiveness by Police, CBC and ECC	15 panels serviced on a monthly or bi-monthly basis  Mini-conference for participants held  Border changes implemented	Ongoing  April 2009  July 2009	<b>Green</b> All 15 NAPs being covered on a regular basis.  NAP Chairs meeting is being organised for end of May 2010 which will include police authority and parish councils.  Border changes implemented.	Matt Sterling

## Congestion busting

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages	Planning documents which articulate our plans and can be used to influence others including our partners, the private sector (developers) and funding bodies such as the HGP, EERA, EEDA  Increase funding for transportation measures to address congestion through behavioural change.	Updated Transport Strategy Document for Colchester for inclusion in LTP3.  Transportation policies included within Development Control Policies and land for transport infrastructure identified in the Site Allocations	December 2009	<b>GREEN</b> Working with ECC on developing Transport Strategy for Colchester.  Development Policies and Site Allocations DPDs submitted and hope to adopt October 2010	Paul Wilkins on  Karen Syrett

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Set up a travel behavioural change programme working with existing communities	Increase the number of people using alternative methods of travel to access the station, the town centre, schools and places of employment.	Residential Sign contract with "personalised travel" planning company.  Introduce travel planning in the High Woods area linked to the Cycling Town initiative	June 2009	<b>GREEN</b> Personalised travel planning undertaken in Highwoods as part of Cycle Town to promote the use of the improved infrastructure in the area.  Travel planning at various locations continue to be undertaken.	Paul Wilkins on
		Education Workshop held with ECC and partners to identify priorities and actions for education, residential and business	2009/10	Travel Plan launched September 2009. Businesses to participate in Cycle challenge May 2010 <b>GREEN</b>	Paul Wilkins on
		Business Approval of the Severalls Travel Plan	2009/10		Paul Wilkins on

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
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.	CIF2 funding awarded  Renegotiation of Severalls s106  Notice served on agricultural tenant and Land released for construction of the infrastructure	April 2009  March 2010  July 2009	<b>GREEN</b> Work started on site to construct junction, to be opened spring 2011  Discussions have commenced and are continuing with HCA and NEMHT  Completed allowing access onto land for construction of the junction, moving of the petrol filling station to allow release of land for development	Karen Syrett / Fiona Duhamel
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	Location and site included in LDF Site Allocation document  Provide support to ECC in order to secure funding	November 2009  March 2010	<b>GREEN</b> Site included in site allocation submission document and proposals map. Document subject to examination and expect to be adopted October 2010  Work to commence with ECC following approval of planning application this summer	Karen Syrett / Fiona Duhamel

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Upgrade existing and construct new cycle routes using newly acquired Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes/public transport	Increase the levels of people cycling. Reduce greenhouse gasses produced by transport	1.5km of Foot and Cycle paths improved across High Woods Country Park. 2.5km of foot and cycle paths improved through the Highwoods residential area. Launch the improved High Woods Town Centre to Community Stadium Route Improve the routes linking Greenstead to the Hythe Station area	March 2010  June 2009  June 2009  March 2010	<b>GREEN</b> Main route to station complete and launched Oct 2009 Final section programmed for completion Spring 2010 Routes launched Mar 2010	Paul Wilkins on

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Commence the changes to the town centre to reduce traffic and improve reliability of the bus operation	Increase the operational reliability of passenger transport especially in the town centre.	Reach agreement between CBC and ECC on key fundamentals to be agreed for delivery.  Agree a programme of delivery for Town Centre Transport Project  Deliver a number of “quick wins” to improve public realm and transport	April 2009  May 2009  Dec 2009	<b>GREEN</b> Key principles agreed by CBC/ECC members Agreement reached with ECC to develop option for improving bus reliability and operation in the town  Detail design commenced for phase 1. Better Town centre Engagement launched Mar 2010 for 2010/11  External Façade of Fire Building in High Street renovated – completed March 2010. Working with Garrison Association St Peters Church yard cleared to allow improved access - November 2010. Continued working with ECC on designing transport options for the town centre to meet the agreed fundamentals	Paul Wilkins on / Fiona Duhamel

Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
Improve the environments in and around Colchester's stations, increase the length of platforms at the Hythe station to allow for improved train operation and approve a pilot Travel Plan for Colchester Station	Increase the number of people using alternative methods of travel to access the station and places of employment.  Reduce greenhouse gasses produced by transport	Lengthened platforms at the Hythe  Improved environment to the Hythe Station  Submit Pilot Station travel plan to ATOC.  Set up governance arrangements with Partners  Improve and increase level of cycle parking at North Station	September 2009  September 2009  May 2009  May 2009  December 2009	<b>GREEN</b> Completed.  Complete  Submitted  Launched Oct 2009  North side to be implemented April 2010	Paul Wilkins on / Fiona Duhamel
Work with Essex County Council to deliver acceptable sustainable changes to the A133	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.	Modifications to the Albert, Colne Bank and Essex Hall Roundabout	April 2009	<b>GREEN</b> Modifications to the Albert, and Essex Hall Roundabouts completed.	Paul Wilkins on



Action	Outcome	Outputs	Time scales	Quarter 4 Update	GMT lead
LDF Preparation;	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	Submission November 2009	<b>GREEN</b> Timescales met to date.	Karen Syrett
Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.		Dev Policies DPD	April 2010		
		NS Masterplan	April 2010		
		Nrth Col. Masterplan	September 2009		
Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010.		Community Facilities SPD	September 2009		
		Affordable Housing SPD	September 2009		
		Backland Dev SPD	September 2009		
Supplementary Planning Documents due for adoption 2009 – 11.					
Complete East Transit corridor Feasibility Study	Identification of feasible options to deliver improved connections between East Colchester and Town Centre	Feasibility Study Report to allow consideration of options	April 2009	<b>Green</b> – completed. Information used to inform LDF Site allocation process	Karen Syrett / Fiona Duhamel

## Enabling job creation

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<p>Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects</p>	<p>Create 10 new jobs through Foreign Direct Investment Refresh 'Choose Colchester' inward investment promotion pack Launch tactical campaign directed at 200 key relocation decision makers in the UK Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries Use culture led place marketing to attract inward investment</p>	<p>LAA2 Economic Prosperity Strategy 2007-2010 National, regional and local targeted publicity</p>	<p>March 2010</p>	<p><b>Green</b> Working on 2 active leads (50+ jobs) with East of England International to secure FDI  Campaign refresh and website redesign planned for Summer 2010 following rethink of inward investment approach  <b>Green</b> Continue to actively lobby EEI which has resulted in active leads  <b>Green</b> In partnership with Regional Cities East (RCE) and the Centre for Urban for Urban Renaissance (CURE) staging an event aimed at public and private sector 'Promoting Colchester as a Cultural Hub' on 8 October</p>	<p>Nigel Myers</p>

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	Provide policy expertise to help secure additional 3.2 ha of employment land defined as being of high quality Convert redundant rural buildings into 10 units for commercial use	LDF Economic Prosperity Strategy 2007-2010	March 2010	<b>Green</b> Inclusion of Stane Park (7 ha.) as a high quality site; now included as an extension of the Stanway Strategic Employment Zone. Also, influenced the LDF Core Strategy to bring forward sustainable rural development sites, now included in the Site Allocations Submission Document. Working with landowners to bring forward 12 redundant rural units into commercial use. 2010/11 retain action but refresh outcomes	Nigel Myers
Use planning gain and other funding streams to raise the number of apprenticeships and increase the take up of training and employment opportunities	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships Create in partnership with the North East Essex Education Business Partnership an additional 100 company placements/apprenticeships as part of their 'Crossing the Gap' initiative	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	<b>Green</b> Draft SPD presented to Development Team and now being submitted to Spatial Policy as an additional and necessary key document. Adoption target Summer 2010  Securing the Future Jobs Funding has given new impetus to this initiative – 88 placements/apprenticeships secured for 2010/11	Nigel Myers

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Increase incubation and grow-on space to sustain business growth	Secure funding and management arrangements for incubation and grow on space in North Colchester Influence and provide policy expertise for the development of additional incubation and grow on space at other sites such as Stane Park	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	<b>Green</b> North Colchester BIC onsite with completion due 2010-11 Stane Park outline planning contains requirement to build a business incubator. (Development currently on hold)	Nigel Myers

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<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</p>	<p>Actively support campaigns such as National Enterprise Week in November 2009 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>Promote Colchester through targeted trade publications using editorial rather than paid for advertising</p>	<p>LAA2 Economic Prosperity Strategy 2007-2010</p>	<p>December 2010</p>	<p><b>Green</b> Support to be provided to Colchester Business Enterprise Agency (COLBEA) for the National Enterprise Week in November 2009 and the 'Grow your own business and prosper' event on 8 October</p>	<p>Nigel Myers</p>
<p>62</p>				<p>LAA Reward Grant is being deployed in partnership with COLBEA to increase the level of start ups – Service Level Agreement targets are currently being exceeded</p> <p>Successfully placed several free editorial articles in key local, regional and national publications</p>	

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Sustain and where possible strengthen the independent retail sector within the retail offering of the borough	Work with the Colchester Town Centre Business Planning Group to agree and implement projects in the town centre which will increase footfall and retail expenditure Identify and prioritise opportunities outside of the town centre for strengthening the retail offer Use Festival to improve Colchester's profile as a destination for visitors and businesses Contribution to other Town Centre land place marketing initiatives to improve sense of place eg night time economy	Programme of coordinated events including the Christmas Lights and Colchester in Bloom  Deliver Year 1 actions from the festival development strategy and evaluate and report findings  Set of principles and priorities for the Town Centre agreed and action plans in place to address key issues and opportunities  Investigation into the benefits of an Area action plan for the Town Centre	January 2010	<b>Green</b> Project plan agreed and implemented by the Colchester Town Centre Business Group to coordinate Christmas activities  Principles and priorities paper drafted for 5 a side and Renaissance Partnership Board.  Town Centre Project Plan in place.  Robust mechanisms now in place to ensure the business community can be consulted on future place making initiatives  <b>Ongoing</b> Evaluation complete and finding used to develop ongoing festival strategy – 2020 lead Principles and priorities for town centre agreed and delivery programme in place – initial engagement complete  <b>Green</b> Ongoing investigations for Area action plan	Nigel Myers/ Fiona Duhamel

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<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>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 &amp; employment opportunities in the borough</p>	<p>LAA2 Economic Prosperity Strategy 2007-201</p>	<p>November 2010</p>	<p><b>Green</b> Target has been achieved.</p> <p><b>Green</b> NVQ Level 2 training has been provided to 75 local residents to help secure employment with Waitrose. NVQ Level 2 training for 100 local residents will be provided to help secure employment with Sainsbury's; development forecast to commence on-site December 2009 with pre-meetings to ensure delivery of full pre-employment and training scheme to coincide with opening in late 2010</p> <p><b>Green</b> Business pages web redesign and updated business database (7,000+ entries) has streamlined signposting of skills/ employment entries Re-branding of "Services for the Unemployed Committee" as "Colchester Works!) and formal launch and website under development</p>	<p>Nigel Myers</p>

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
65	<p>Work with the N East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma &amp; Apprenticeship has the appropriate level of business engagement</p> <p>Implement the Colchester internship/company placement scheme with the University of Essex.</p>			<p><b>Green</b></p> <p>Providing employer contact information for key sectors to APG Employer Engagement Manager and planning some key sector events, including Financial, Construction, Creative and Media, Social Care and Retail</p>	



Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy	Reduced levels of childhood obesity, smoking, and teenage pregnancies	Agree Joint Appointment with NHS NEE  Review of action plans with NEE NHS  With PSP partners, commission projects to contribute to this work using PRG funding	May 2009  July 2009  April 2009	<b>Green</b> Two of these targets have been achieved. One has more time to run (teenage conception till 2012).	Matt Sterling
Co-ordinate the Lottery-funded MEND (childhood obesity) scheme	Increased awareness of healthy eating and exercise	Secure continuation funding	June 2009	<b>Green</b> The MEND programme ran 3 x 9 week programmes in May, Sep and January. The programme is funded by the PCT and we have funding to cover 2010-11 and so will run a further 3 programmes	Matt Sterling
Deliver the NHS North East Essex collaboration plan for healthy lifestyles and attract funding for new health initiatives	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Deliver Bodycare Roadshows in 10 schools  Deliver sports coaching in 20 schools  Introduce 3 new health walks	March 2010  March 2010  September 2009	<b>Red</b> Target missed due to a combination of staff vacancies, poor take up by schools and the families at the mid-year. <b>Green</b>  <b>Green</b>	Simon Grady

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Provide 4-day-per-week service Advise 500 people on better insulating and heating their homes	Ongoing March 2010	<b>Green</b> We have been delivering this service and have advised about 900 customers.	Matt Sterling
Deliver the NHS-funded fuel poverty scheme ('Warm Homes 2')	Improved healthiness amongst target group	Follow-up contact made with patients who have not responded Fund heating and insulating work in 15 homes Report on pilot scheme outcomes	April 2009 January 2010 January 2010	<b>Green</b> In addition secondary letters were sent out to patients. This project was extended in agreement with the PCT to allow completion following problems due to severe weather. We were able to extend this through prudent use of funds to assist more residents. Status reports have been completed in July and November.	Matt Sterling
Deliver the Community Sport Network action plan and the Development Plan for Sport	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport External investment in sports provision in Colchester	Launch new "Active Colchester" website to incorporate all local opportunities provided by CBC and its partners New Borough-wide development plan produced including local priorities for sport and leisure provision	June 2009 September 2009	<b>Red</b> Target missed due to ICT resources prioritised elsewhere and changes to the IT solutions during the project. New plan agreed by the local Community Sports Network "Active Colchester". To be adopted by CBC.	Simon Grady

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Co-ordinate the Colchester 'offer' to Olympic and Paralympic Committees to maximise the chances of securing a pre games training or preparation camp in the Borough	Ongoing	Regular meetings arranged with key partners and various projects in place to maximise the legacy for Colchester.	Simon Grady

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
<p>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.</p>	<p>More people are able to remain in their own homes</p>	<p>Recommendations made as part of Housing Services Review. Investigate opportunities that arise from introduction of 'Public Sector village'. Reduction in homelessness applications. Increase in homelessness prevention figures. Decrease in the use of temporary accommodation.</p>	<p>March 2010</p>	<p><b>Green</b> Transformational service opportunities identified from Housing Review are being made ready for implementation in June. Structure of Housing Services Teams transformed to ensure that strategic plan objectives are achieved and business case for Transforming Colchester's Housing Services is implemented.  "Homechoice" has been integrated into the CSC/Infopoint Colchester.  There has been a reduction in homelessness applications (550 in 2008/2009 to 415 in 2009/2010 ) and the number of households accepted as homeless (285 in 2008/2009 to 209 in 2009/10) There has also been a decrease in the use of temporary accommodation in 2009/2010 (179 at end of March 2010 compared to 206 at end of March 2009)</p>	<p>Matt Sterling</p>

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
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. Public sector land is made available for affordable housing.	Identify ownership of land 2009/2010.	March 2010	<b>Green</b> Review of Council owned garage sites and their development potential completed.	Tina Hinson / Karen Syrett
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.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Draft policy completed March 09. Consultation completed June 09. Final document approved October 09.	October 2009	<b>Green</b> Draft policy was completed by target date. Consultation was completed by target date. Slippage on approval of final document due to the complexities of setting a contribution level that is viable in current housing market. Recommend date is changed to October 2010. This target was affected by the bringing forward of the Examination of DPDs. Core Strategy is being implemented and we are seeking 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 on all new planning applications. The affordable housing target for 2009-2010 is 128 and 156 new affordable homes were delivered.	Karen Syrett

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Submission of DPD November 2009. DPD adopted and published August 2010.	August 2010	<b>Green</b> Completed November 2009.	Karen Syrett
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent Homes Standard by December 2012.	To complete the procurement and restart the Decent Homes programme.	October 2009	<b>Green</b> EU Procurement process has been completed. Contract awarded in October. Decent Homes Programme to be restarted during April 2010	
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	A detailed survey of properties in the New Town area to be completed. Recommendations for action reported to Portfolio Holder. Investigate possible sources of additional / external funding. Work with Fuel Poverty Officer to identify properties for work that would make them "decent".	Inspections completed October 2009 Final report December 2009	<b>Green</b> Recommendations for action reported to Portfolio Holder in March 2010. Survey no longer needed. Portfolio Holder agreement to revised approach. Private Sector renewals budget will be promoted to achieve this target between 2010-13. Possible sources of additional funding investigated and none available.	Matt Sterling

Action	Outcome	Outputs	Time scales	Q4 update	GMT lead
Encourage the return of empty properties to use.	A reduction in the number of properties on the council tax register as being empty over 6 months in the borough.	Rewrite and implement 'Empty Homes Strategy' prioritising action on the longest standing empty properties first. Target: 80 empty properties bought back into use.	March 2010	<b>Green</b> We have returned 97 properties to use.	Matt Sterling

**Reduce, reuse, recycle**

Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Prepare an options appraisal to identify potential future service delivery	Further exploration of the options identified within the appraisal	The establishment of a Member Task and Finish group through the Policy Review and Development Panel Recommendations to Cabinet on the option to be taken forward	T&F Gp Start April 2009. Report to Policy Pnl Oct 2009 then to Cabinet from panel by Dec09	<p><b>GREEN</b> A full options appraisal was prepared and taken through the Task and Finish Group. A full public consultation on the options chosen took place between 2 November 2009 and 29 January 2010.</p> <p>The results of the consultation were presented to the Policy Development and Review Panel. A new work programme for the Task and Finish Group will be developed to take forward the results of the consultation into 2010/11.</p>	Chris Dowsin g
73 Extend the kerbside recycling service to all flats	Extended recycling facilities to residents living in flats	Increased levels of recycling helping to achieve the Councils recycling targets. Greater participation and levels of satisfaction	Procure materials from April 09 with installation and ext service Sum 09	<p><b>GREEN</b> Extension of service now complete but ongoing for new developments.</p> <p>All residents in flats now have facilities in</p>	Dave McMan us



Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Carry out education and information programmes that persuades and encourages residents to reduce their waste and recycle all materials	An increase in waste minimisation, reuse and participation in the Council's recycling services	Increased levels of participation in the Council's kerbside recycling collection service Increased levels of recycling to meet LAA2 targets Reduction in the overall levels of waste arisings going to landfill	Door steppers project to commence May 2009	<b>GREEN</b> A door stepping campaign was carried out in areas where participation in the Council's kerbside recycling scheme was low. Pre campaign monitoring took place during September and October 2009 with door to door advice to residents taking place during October, November and December 2009. Post campaign monitoring took place during January and February 2010.  Final reports in relation to the project are being completed and are anticipated to be complete by May 2010.  High levels of waste minimisation have been achieved during 2009/10 resulting in a 8.5% decrease in waste to landfill.	Chris Dowsing
Carry out cleaning blitzes and increase visibility of street based staff and resources	Highly visible street cleaning service with in depth cleansing operation. Additional resources targeting areas where routing cleaning is inadequate	Increased levels of street cleaning on specified days. Involvement of ward members and residents groups Increased customer satisfaction	Start Jan 09 Program in place until Dec 09	<b>GREEN</b> Monthly programmed blitz cleans taking place and ongoing. Originally scheduled for the calendar year these events have now been programmed in for 2010.  Days of action are a supplement to this and now taking part in Safer Colchester project.	Dave McManus

Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Investigate a food waste collection service	Food waste collections fully investigated and understood as part of an effective waste and recycling collection scheme	The collection of food waste will be investigated further by the Member Task and Finish group set up to look at the options in more detail.	Task and Finish group to commence April 2009 and report back to Policy Panel October 2009	<b>GREEN</b> As part of the options appraisal work undertaken by the Task and Finish Group food waste collections were fully investigated by looking at existing schemes as well as reviewing case study documentation and best practice literature.  Food waste collection was present in each of the four options chosen and explained as part of the public consultation on potential future collection options. The potential trialling of food waste collections will form part of the Task and Finish Group's work programme during 2010/11	Chris Dowsin
75 Provide a free recycling service to all Schools	Schools and young people are recycling more in conjunction with the Eco schools programme	The collection of recycled materials from schools Increased educational work and behavioural changes		<b>GREEN</b> Complete – all schools have access to free service.  A free recycling service is now offered to all schools who sign up to CBC as customers for residual waste  The extension to the flat recycling scheme is envisaged to provide the capacity to enhance this service	Dave McManus

Action	Outcome	Outputs	Time scales	Q4 update Retain 10/11?	GMT lead
Investigate the potential benefits to Colchester of an Inter Authority Agreement with Essex County Council	The potential benefits of an Inter Authority Agreement with Essex County Council are explored through the East Area Waste Management Joint Committee and through 1-2-1 discussions with Essex County Council.	An agreement is reached with Essex County Council to enter into or not an inter authority agreement.	Meetings with ECC will take place in March 09	<b>GREEN</b> The potential benefits to Colchester from signing an Inter Authority Agreement with Essex County Council have been explored both through the East Area waste management joint committee as well as ongoing discussion with Essex County Council.  At present the Council has not yet decided to commit to such an agreement.	Chris Dowsin
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	Ongoing	<b>GREEN</b> Support is provided to organisations that wish to reuse materials that otherwise would have ended up in the residual waste stream. This area has however been less of a priority due to resources being directed to other projects. The promotion of reuse will remain as part of the 2010/11 strategic plan action plan.  The Council has achieved a to landfill during 2009/10 achieving an outturn of high level of reduction in the amount of waste going 482kgs per capita against the target of 508 kgs and the 2008/09 figure of 527 kgs.	Chris Dowsin

## Appendix 4 - Strategic Plan – action plan 2010 -11 draft actions

What follows here is the draft action plan for 2010 -11, covering the year from April 2010 to March 2011. Progress will be monitored regularly by the Council's Cabinet and by the Strategic Overview and Scrutiny Panel. This action plan remains a working document throughout the year and updates and amendments will be added as required.

### Addressing older people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Monitor Service Level Agreement with Age Concern  Help older people access £600,000 extra income	March 2011	Matt Sterling	Age Concern Colchester	Customer Excellence
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.	Mar 2011  Mar 2011	Matt Sterling	ECC NHS NEE CBH Vol Orgs	Customer Excellence
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	Agree procurement and secure partner  Agree design  Seek capital and revenue funding working in partnership with the Homes and	Dec 2011  March 2011  March 2011	Tina Hinson	Essex County Council Adults Health and Community Well-Being, Supporting People, Service Providers.	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Complete a strategic review of accommodation for older people.	people in later life are a burden Support independent living for older people	Communities Agency and Essex County Council Strategic review document Recommendations report to Portfolio Holder regarding the 6 council sheltered housing schemes under review. Implementation plan developed with CBH.	March 2011	Tina Hinson	CBH All providers of accommodation for older people in the borough	Customer Excellence
Essex Safeguarding Adults Board audit / self assessment to be completed.	The council fulfils its responsibility to ensure the safety and wellbeing of vulnerable adults who access its services. Mobilisation of the third sector to support older peoples' needs	Increase the breadth of services available in relation to community alarms. Self assessment submitted to Essex Safeguarding Adults Board highlighting current practice and gaps to enable action plan / training. Action plan of joint work on this subject with the University	March 2011	Matthew Young	Essex County Council	Customer Excellence
Draw up an action plan of work around the University Partnership to increase the Mobilisation of the 3 <sup>rd</sup> sector.	Mobilisation of the third sector to support older peoples' needs	Evaluation of Infopoint@Colchester strategy	March 2011	Gareth Mitchell	University Partnership	Leadership of Place and Customer Excellence
Work with key strategic partners to develop a co-ordinated multiagency commitment to the Strategic Plan Priorities	The Council works in partnership across the public sector to provide a single point of access to		March 2011	P Donnelly L Rathbone	Essex County Council Essex Police Essex County Fire and Rescue Service	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
through Infopoint @Colchester	customers in relation to our Strategic Plan Priorities				NE Essex PCT	
Carry out food poisoning awareness initiatives to educate older people on health risks arising from poor practices.	Reduced levels of illness and deaths in older people due to food poisoning incidents. Less wastage of food and consequent savings.	Training sessions arranged in appropriate venues and guidance published in various forms.	March 2011	Colin Daines	NEE PCT	Customer Excellence

#### Addressing younger people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work with key partners to ensure the safety and wellbeing of our Children	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	October 2010   March 2011	Gareth Mitchell	Essex County Council/NHS North East Essex/Essex Police/Learning and Skills Council/local Schools/Voluntary sector partners/Safer Colchester Partnership	Leadership of place
Increase collaboration between the council, local schools and their	Effective communication and partnership working	Agree with CCYPSP partners (including schools) a "Life	September 2010	Gareth Mitchell	PSP	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
students	between CBC, local schools and students	<p>Opportunities" target around primary school attendance</p> <p>We are running a pilot project in Old Heath Primary school to address absenteeism rates. The Public Service Partnership will use the findings of the pilot to inform a new target in September</p>				
Train a member of staff at each of the 11 Children's Centres in Colchester to deliver Benefits advice to families accessing these centres.	Increased income for those families who can access benefits.	<p>Deliver training to designated member of staff in each Children's Centre.</p> <p>Provide advice to those workers.</p>	Mar 2011	Matt Sterling	Children's Centre in Colchester	Customer Excellence
Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities	Provide younger people with the skills to enable them to compete effectively in changing economic conditions	<p>Work with the Learning Skills Council, 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>	March 2011	Nigel Myers	Learning Skills Council/ North East Essex Business Partnership/Colchester Institute	Leadership of place
		Deliver the Future Jobs	April 2011	Nigel Myers	'Colchester Works'	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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.	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>Fund Project (88 work placements for unemployed people aged 18-24) in collaboration with partners</p> <p>Complete a review of primary schools swimming lessons that identifies any primary schools not offering swimming lessons.</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).</p>	End of July 2010	Simon Grady	<p>Group including Signpost and Job Centre Plus</p> <p>Schools Sports Partnership</p> <p>Amateur Swimming Association</p> <p>Extended Schools</p> <p>NEE NHS</p> <p>All Primary Schools in the Borough</p>	Leadership of place
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.Annes MUGA New Town MUGA	<p>More opportunities for young people to participate in sport and physical activity</p> <p>Increase number of venues where subsidised or free activities are available during main school holidays (Expanding Sport in the Park project from</p>	<p>External funding and partnerships agreed</p> <p>Dates for the activities agreed</p> <p>Activities agreed and planned</p>	By end of March 2011	Simon Grady	<p>Extended Schools</p> <p>Schools Sports Partnership</p> <p>Safer Colchester</p> <p>CUCST</p>	Leadership of place



Action	Outcome 2009/10)	Outputs	Timescales	GMT lead	Partners	WWW link
<p>Work with families displaying a chaotic household and key partners to deliver improved future prospects for children and young people</p> <p>Provide intensive support to:</p> <ul style="list-style-type: none"> <li>▪ families to reduce the number of individuals causing anti-social behaviour and,</li> <li>▪ individuals suffering the effects of anti-social behaviour.</li> </ul> <p>Work with 5 individual cases each year for the duration of the grant-funded project (Nov 2009 – Nov 2011)</p>	<p>Sustainably improved home-life circumstances which will enable children and young people to recognise and access the opportunities available for them to realise their potential</p>	<p>Access to Grants and other funding streams to support families</p> <p>Coaching on life skills, parenting etc to change behaviour &amp; attitudes</p> <p>Referrals to key partner agencies</p> <p>Facilitating access to other support networks</p>	<p>March 2011 (funding for Family Intervention Worker post finishes Nov 2011)</p>	<p>Karen Newman</p>	<p>Essex County Council/NHS North East Essex/Essex Police/local Schools/Voluntary sector partners/Safer Colchester Partnership/PCT/DW P/RSLs</p>	<p>Leadership of place</p>
<p>Deliver new play opportunities within Castle Park including installation of newly equipped children's play area.</p>	<p>Increased and improved play provision.</p>	<p>New play area</p>	<p>Consultation July/Aug 2010 Play area installation by Feb 2011</p>	<p>Bob Penny</p>	<p>English Heritage Friends of Castle Park DCSF</p>	<p>Leadership of place</p>

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Deliver new challenging play opportunities within High Woods Country Park funded by DCSF Playbuilder programme.	New challenging play provision in natural environment Community engagement	New play area	Consultation April/May 2010 Design and procurement August 2010 Installation by Feb 2011	Bob Penny		Leadership of place
Develop new guidance and best practice models on Borough wide natural play provision	Improved play value and design of sites for play	Provide guidance to developers and other stakeholders on provision of natural play. Identify local sites where access to natural play can be improved	Guidance agreed March 2011	Bob Penny	Planning Design and Heritage team Developers	Leadership of place
83 Carry out food poisoning preventative initiative during Food Safety Week to educate younger people on the health risks arising from poor practices.	Basic hygiene skills delivered to large audience. Reduced levels of illness due to food poisoning incidents.	Food drama produced by senior school students and delivered to local primary schools by the older students.	March 2011	Colin Daines	Local Secondary and Primary Schools	Customer Excellence

### Community development

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Develop a Programme to engage local communities in local decision making and service delivery.	Capacity building within Community for engagement with decision making	Maximise the opportunities for community engagement and consultation work through opportunities	Mar 11	Mandy Jones Matt Sterling	LSP RAG University/Institute Town Centre and Cultural Quarter	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in community and reduced fear of crime  Identification of possible opportunities provided by the Sustainable Communities Act 2007.	such as: <ul style="list-style-type: none"> <li>The evaluation of the Safer Colchester project</li> <li>Academy in the Community</li> <li>Town Centre / Cultural Quarter and new communities in North Colchester</li> <li>Tour of Britain</li> <li>Olympics 2012</li> </ul>			stakeholders Local Community groups and Parish Councils. Essex Police ECC	
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.	Feb 10  Apr 10  Oct 10 and March 11  November 10	Matt Sterling		Leadership of place
Work with communities to release resources from a range of sources 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	Throughout 2010  May 2010  Jun 2010	Matt Sterling	Parish Councils & Voluntary Sector Groups	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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.	Mar 2011	Matt Sterling	Multi-Faith Forum members	Leadership of place
Review Equality Framework rating of 'Achieving' with a view to achieving 'excellent' level of the Framework in 2012.	Successful migration from Level 3 of the old Equality Standard to new Framework. 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.	Access support from the EELGA to enable successful migration to the new Framework. Agree the actions required to enable excellent level assessment by 2012. Seek out and where applicable adopt best practice. Consider 'peer review'	March 2011 October 2011 March 2012 March 2011	Claire Holland	Members Liaison Group / Diversity Steering Group and Disability Reference Group.	Customer Excellence
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.	Increased skills levels and decreased levels of worklessness amongst residents.	Take-up of numeracy, literacy, IT and ESOL training. 350 residents to attend an employment and training event with 60 to take up an offer.	Mar 2011 Mar 2011	Matt Sterling	Job Centre + Signpost Adult Community College	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work in partnership to acquire additional burial land to deliver the provision of a Jewish burial area and extension of the Anglican burial area	Acquisition of the land will meet the identified need from the Jewish community and provide a much needed extension to the Anglican burial area.	Land acquired Development of infrastructure needed for burial land (access etc) Development of defined Jewish burial area	March 2011 Post March 2011 dependant on acquisition date	Karen Newman		Leadership of place
Work with communities to increase positive and responsible dog ownership	Reduction in the incidence of dog fouling, strays and dog attacks	Roadshows, Educational and promotional events & communications School Education programme Increased enforcement Increased commercial activity in relation to sale of micro chipping service & dog waste bags	Ongoing	Karen Newman	Parish Councils Local Schools Library Service ECC	Leadership of place
86 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	Agree development timetable May 2010. Project completion Dec 2010.	Bob Penny		Leadership of place
Adoption of Colchester Allotment Strategy	Adopted allotment strategy	Clarity over future direction for allotment provision and management	Draft strategy for Allotment Association consultation June 2010 PFH Report August 2010.	Bob Penny	Colchester Allotment Association	

## Community safety

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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 with the 'crime' Life Opportunities action plan.	Mar 2011	Matt Sterling	Essex Police CBH	Leadership of place
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	Mar 2011	Matt Sterling	Essex Police ECC CBH / RSLs	Leadership of place
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	Mar 2011	Matt Sterling	Essex Police Volunteer Chairs	Leadership of place
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	Ongoing through to March 2011	Cassandra Fallows	Essex Police Colchester Borough Homes (CBH) Child First	Leadership of Place
Implement a new graffiti policy	Colchester is a more sustainable and clean Borough for all those who	Racist and offensive graffiti cleared within 1 working day of report All zones cleaned once	Ongoing through to March 2011	Dave McManus	None	Leadership of Place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Deliver message on Emergency Planning “warning and informing” the public of action to take in an emergency.	live, work and a preferred destination for visitors, business location and investment. Greater awareness of public reflected by increased levels of response to Place Survey.	every 6 weeks Reports top Police every 6 weeks Graffiti bulletin board established Public meetings and publicity aimed at delivering message.	March 2011	Colin Daines	Essex Resilience Forum members	Leadership of Place

## Congestion busting

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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 <sup>st</sup> phase of Severalls  Delivery mechanism for NAR and the Busway	March 2011  March 2011	Paul Wilkinson Fiona Duhamel	Essex County Council lead on CIF bid and Junction construction Highways Agency English Partnership EEDA Developers Homes and Communities Agency, BP	Leadership of place
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	Spring 2010  March 2011  2010/11	Karen Syrett / Fiona Duhamel	Essex County Council	Leadership of place
Enhance existing and 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	Increase the levels of people cycling.  Improved cycle links across the borough  Reduce greenhouse gasses produced by transport	1km of Foot and Cycle paths improved across High Woods Country Park towards town centre.  Support removal of 'no cycling' restrictions in certain subways and town centre streets	June 2010  March 2011	Paul Wilkinson Bob Penny	Cycling Town Partnership:  Essex County Council  Colchester 2020	Leadership of place



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
and train		Approve a new strategy for phase 2 of Cycle Town Identifying solutions where barriers to continuous cycle networks exist.	Oct 2010 Agree delivery timescale with Planning Policy and ECC subject to Cycle town funding.			
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning Stages	Transport Strategy for Colchester included in LTP3 using LDF documents as a basis and A12 Corridor Towns DASTS study to inform strategy.	Updated Transport Strategy Document for Colchester for inclusion in LTP3.	LTP3 to be published by ECC by April 2011.	Paul Wilkinson	Essex County Council lead on LTP	Leadership of place
Continue engagement in reducing vehicle congestion in North Colchester Business Park through employer-engagement events.	More people walking and cycling to work	Cycle to work challenge Launch of walk to work maps	May 2010	Paul Wilkinson	Colchester2020 Essex County Council CTC Highways Agency	Leadership of place
Set up a travel behavioural change programme working with existing communities	Increase the number of people using alternative methods of travel to access schools, employment and the	Workshop held with ECC and partners to identify priorities and actions for education, employment and residential	2010/11	Paul Wilkinson	Essex County Council	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Commence changes to the town centre to reduce traffic and improve reliability of the bus operation	Increase the operational reliability of passenger transport especially in the town centre.	<p>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>Autumn 2010</p> <p>November 2010</p> <p>January 2011</p>	Paul Wilkinson / Fiona Duhamel	Essex County Council Bus operators	Leadership of place
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>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>Better local communities with safer streets and more people</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>Agreement with ECC to commence community engagement</p>	<p>May 2010</p> <p>June 2010</p> <p>March 2011</p>	<p>Fiona Duhamel</p> <p>Paul Wilkinson</p>	<p>NXEA</p> <p>Essex County Council</p> <p>Colchester Cycle Town</p> <p>Essex County Council</p>	Leadership of place
To include 20mph as part of future transport strategy			Summer 2010	Paul Wilkinson	Essex County Council	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
	walking and cycling for local journeys	Delivery of 20mph included in Transport strategy	March 2011			
LDF Preparation; Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010. Development Policies DPD - submission November 2009, examination June 2010 and adoption November 2010. Supplementary Planning Documents due for adoption 2009 – 11.	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  Dev Policies DPD  NS Masterplan  North Col. Masterplan  Affordable Housing SPD	Adoption October 2010  Adoption October 2010  Adoption October 2010  Adoption October 2010  Adoption October 2010	Karen Syrett	Essex CC Highways Agency Colchester 2020 Developers PCT Health Authority Environment Agency English Heritage Natural England HG Ptnership Network Rail National Express Parish Councils	Leadership of place

### Enabling job creation

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward	Colchester will have a below average level of worklessness	Create 50 new jobs through Foreign Direct Investment Refresh 'Choose Colchester' inward investment promotion	March 2011  September 2011	Nigel Myers	Essex County Council/ExDRA  East of England International (EEI)	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
investment and major infrastructure projects		<p>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 realise the supply chain benefits for Colchester resulting from this development</p>	<p>April 2011</p> <p>April 2011</p> <p>April 2011</p> <p>April 2011</p> <p>April 2011</p>		<p>Business Link, East of England International, Essex County Council Inward Investment Team</p> <p>Haven Gateway Partnership</p>	
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	The needs of local business are met within major development projects	<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>March 2011</p> <p>April 2011</p>	Nigel Myers	Haven Gateway Partnership	Leadership of place
Use planning gain and	The skills of the	Adoption of	March 2011	Nigel Myers	North East Essex	Leadership

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link of place
other funding streams to raise the number of apprenticeships and increase the take up of training and employment opportunities	local workforce improved so people are able to compete effectively in changing economic conditions	Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships 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	April 2011		Area Planning Group  'Colchester Works' Group Department of Work and Pensions	
		Secure agreement for the utilisation of s.106 funding to address employment and skills issues in the borough  Source, bid and secure additional funding streams to increase take up of employment and training opportunities in the borough	April 2011			
Increase incubation and grow-on space to sustain business growth	The needs of local business are met within major development projects	Secure funding and management arrangements for incubation and grow on space in North Colchester Influence and provide policy expertise for the development of additional	March 2010  September 2010	Nigel Myers/Fiona Duhamel	EEDA Colchester Business Enterprise Agency	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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>incubation and grow on space at other sites such as Stane Park</p> <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>Promote Colchester through targeted trade publications using editorial rather than paid for advertising</p> <p>Review the existing Memorandum of Understanding with Business Link in the light of their new 3 year contract with EEDA which now includes business support as well as inward investment and skills</p>	December 2010	Nigel Myers	Colchester Business Enterprise Agency Business Link	Leadership of place
			September 2010		Business Link	

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
<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>Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1%            Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose            Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough            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            Implement the Colchester internship/company placement scheme with the University of Essex            Work with the Colchester</p>	<p>November 2010</p> <p>April 2011</p> <p>To April 2011</p>	<p>Nigel Myers</p>	<p>Learning Skills Council            Business Link            Chamber of Commerce            North East Essex Education Business Partnership            Chamber of Commerce,            Federation of Small Businesses, Institute of Directors,            Colchester Retail Business Association, Destination Colchester, Severalls Business Park Group            University of Essex</p>	<p>Leadership of place</p>

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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	<p>Business Group on initiatives to promote the Colchester offer to local and external companies including those in emerging sectors such as creative and environmental industries</p> <p>Work with the Colchester Town Centre Business Group to agree and implement projects in the town centre which will increase footfall and retail expenditure</p> <p>Contribution to other Town Centre land place marketing initiatives to improve sense of place e.g. night time economy</p> <p>Programme of coordinated events including the Christmas Lights and Colchester in Bloom</p> <p>Work with the Business Community (Colchester Retail Business Association and Destination Colchester) on agreed initiatives to promote Colchester and</p>	January 2011	Nigel Myers	Colchester Business Group  Colchester Town Centre Business Group Colchester Retail Business Association Destination Colchester	Leadership of place



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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.	to increase footfall and expenditure Delivery of presentations and appropriate literature to local business groups and parish and town Councils	March 2011	Colin Daines	Essex County Council Business Link Chamber of Commerce	Leadership of place

### Healthy living

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Work with wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy.	Reduce levels of childhood obesity, smoking and teenage conceptions.	Regularly monitor work contained in the Joint CBC / NEE NHS work plan	Mar 2011	Matt Sterling	NHS NEE Leisure world Voluntary organisations	Leadership of place
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	Mar 2011 Mar 2011	Matt Sterling	NHS NEE New Town GP surgery	Customer Excellence
Deliver training element of the Benefits Maximisation Project	Increased income to deprived households	Provide specialist benefits training to health professionals	Mar 2011	Matt Sterling	ECC NEE NHS	Customer Excellence

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
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	Mar 2011	Matt Sterling		Customer Excellence
Agree local priorities and an associated delivery plan in partnership with key local organisations as part of the Active Colchester Community Sport Network	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	By end September 2010  March 2011	Simon Grady	Active Colchester Community Sport Network  NEE NHS  School Sports Partnership  Extended Schools  CUCST	Leadership of place
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Launch 5 Olympic Themed Health Walks as part of Olympic Open weekend  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.	July 2010  July 2010	Simon Grady	NHS NEE  Essex 2012 Legacy Team  School Sports Partnerships  University of Essex  Essex Carrying the Flame	Leadership of place

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
		Organise Urban Games event to attract over 100 young people who may not be engaged by mainstream sports	August 2010			
Deliver a new Clubhouse facility on Abbey Field for use by local Athletics and Hockey Clubs.	More people participating in sport and physical activity throughout the year  A legacy from the London Olympic Games in 2012	An agreed scheme  Approval to release S299a money  Planning Permission secured  Building Contractors appointed  New building completed	July 2010  Aug 2010  December 2010  March 2011  By end of December 2011	Simon Grady	Army  Garrison Management Committee	
Encourage and support local food businesses to participate in "Healthy Eating" award scheme	Increased quality of products available to Colchester residents.	Increased number of Colchester food businesses achieving award.	March 2011	Colin Daines	NEE PCT	Leadership of place
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.	March 2011	Colin Daines	Police Child Protection Trading Standards PCT DARG	Leadership of place

## Homes for all

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
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	Decrease accommodation to 170 households in order to achieve the Government's target of a 50% reduction the use of temporary accommodation.  Review use of CLG Homelessness prevention fund	Dec 2010  March 2011	Matt Sterling	CAB Shelter Housing Forum Young Persons Housing Forum Colne HA Essex Mediation Swan HA April Centre Private Sector Landlords	Leadership of place and Customer Excellence
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.  Public sector land is made available for affordable housing.	Implement new Housing Services Structures  Prevent at least 300 households from becoming homeless  Final report to Portfolio Holder.  Investment plan agreed	June 2011  June 2010  March 2011	Karen Syrett/Tina Hinson	Homes and Communities Agency, Public Authorities, Private Landowners	Leadership of place

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
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.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Affordable Housing Supplementary Planning Document approved October 2010.  Participate in sub-regional review of affordable housing delivery against LDF targets.	October 2010  March 2011	Karen Syrett/Tina Hinson	RSIs, Developers	Leadership of place
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Update the Strategic Housing Land Availability Assessment (SHLAA)	November 2011	Karen Syrett	ECC	Leadership of place
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent Homes Standard by December 2012.	Restart decent homes programme  Complete work to council homes which will deliver 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 order to bring them up to the decent homes standard	April 2010  March 2011	Tina Hinson	CBH	Leadership of place and Customer Excellence

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	Works completed Use street inspections and our neighbourhood modelling tool, Mosaic to target promotion of Home Improvement Loans within New Town ward 50 Properties in the private sector bought up to the decent homes standard.	December 2012 October 2010 March 2013	Matt Sterling	Private Sector Landlords	Leadership of place
Encourage the return of empty properties to use. 103	A reduction in the number of properties on the council tax register empty for over 6 months in the borough.	Rewrite and implement the Empty Homes Strategy Implement opportunities in the TCHS Business Case Introduce a Landlords Accreditation Scheme.	March 2011 November 2010	Matt Sterling	Owners of properties	Leadership of place
Improved enforcement activity in relation to Private Sector Housing Standards incorporating wider aspects of public health to improve quality of life for occupants	Improved quality and supply of housing stock in private ownership	Linked to recommendations of the Fundamental Service Review of the Housing Service Increased enforcement activity: 60 HMOs licensed	March 2011	Karen Newman	RSLs/ University of Essex/Home Improvement Agency	Leadership of place

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
		<p>30 Enforcement Notices served</p> <p>Prosecutions and works in default 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>				
Implement the review of the Council's temporary accommodation for people who are homeless	Improved temporary accommodation and support for people who are homeless and need short-term housing. Better outcomes for those people housed in temporary accommodation.	<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</p>	<p>July 2010</p> <p>July 2010</p> <p>Oct 2010</p>	<p>Matt Sterling/ Tina Hinson</p>	<p>Family Mosaic Housing Association/Homes and Communities Agency/Essex Supporting People</p>	<p>Leadership of place and Customer Excellence</p>

Action	Outcome	Outputs	Timescale	GMT lead	Partners	WWW link
		purpose built temporary accommodation scheme on site of Ascott House.				
		Finalise transfer and/or disposal arrangements for remaining units of temporary accommodation.	March 2011			

### Reduce, Reuse, Recycle

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
Design and implement food waste collection trials	Food waste is being diverted from landfill	Less waste to landfill and increased recycling/composting percentage	Established by March 2011	Chris Dowsing & Dave McManus	Essex County Council	Leadership of Place
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	Ongoing through to March 2011	Chris Dowsing	Specialist consultancy	Leadership of Place
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	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	Ongoing through to March 2011	Dave McManus	Essex County Council Keep Britain Tidy Cleaner Essex Partnership	Leadership of Place



Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
	location and investment.	targeted enforcement methods Increase in community involvement				
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	Ongoing through to March 2011	Dave McManus	None	Transformation
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	Reduction in carbon emissions of 25% by 2012 based on a baseline of 2006/07	Ongoing through to March 2011	Chris Dowsing	EST	Leadership of Place
Implement the actions from the Local Authority Carbon Management Programme plan	Less emissions as a result of the delivery of services either in energy consumption or transport	Reduction in carbon emissions of 25% by 2012 based on a baseline of 2006/07	Ongoing through to March 2011	Chris Dowsing	Carbon Trust	Leadership of Place
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	This will be an ongoing engagement with these groups to take advantage of opportunities as they arise	Chris Dowsing	Voluntary groups and charities operating within the Borough	Leadership of Place
Work with the University	Better	Vision & Outcomes	Ongoing	Chris	University of Essex	Leadership

Action	Outcome	Outputs	Timescales	GMT lead	Partners	WWW link
to share knowledge and expertise around wider environmental sustainability	understanding of each others expertise areas Developing a joint vision & outcome	published	through to March 2011	Dowsing		of Place
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)	Ongoing through to March 2011	Chris Dowsing	The 60 Schools in the Borough signed up to the programme	Leadership of Place

**Extract from the minutes of the Strategic Overview and Scrutiny Panel meeting on 8 June 2010**

**Councillor Arnold (in respect of his spouse being a Board Member of Age Concern), Councillor Chapman (in respect of being a Board Member of Colchester Borough Homes), Councillor Theresa Higgins (in respect of being a Member of Essex County Council and a Colchester Blue Badge Guide), Councillor Offen (in respect of being a Board Member of Colchester Borough Homes) and Councillor Young (in respect of being a Member of Essex County Council) all declared a personal interest in the following item.**

**4. 2009-10 Year End Performance Report**

Councillor Tina Dopson, Portfolio Holder for Communities (previously the Portfolio Holder for Performance and Partnerships in 2009-10) and Ms. Ann Wain, Executive Director, attended the meeting for this item.

Councillor Dopson introduced the Year end Performance report (including the Strategic Plan Action Plan (SPAP) and proposed targets and actions for 2010/11) making members aware of the Performance Summary, that included commentary on the progress on our National Indicators, LAA 'Have Regard to' indicators, our Local and Life Chances Indicators and the SPAP, and appendix 2 that highlighted the Council's excellent performance in regards to Number of Affordable Homes Delivered (NI155) and the Number of homeless people in Temporary Accommodation (NI156). Councillor Dopson also explained the reasoning for the NI192 Household Waste reused, recycled and composted sadly being below target, though the dry weather conditions that caused a lowering of garden waste collected was out of the Council's control.

Both panel members and Councillor Dopson agreed with Councillor Arnold that NI192 would be better explained and understood if the information was broken down into the three constituent parts.

Ms. Wain explained to the panel the future changes that would alter the Council's Performance Management Framework as we know it, due to the significant changes being made at a national level. Comprehensive Area Assessment (CAA) and including 'Use of Resources', was now abolished, with the Audit Commission instructing the Council to stop this work, though the Council was awaiting further instruction on the future for Place Survey (Customer perception Survey), a replacement for CAA and the agreed set of National Indicators. Ms. Wain said once further details are announced, briefings on the new arrangements will be organised.

Ms. Wain confirmed to the panel that once the Government provides guidance, likely to be in the autumn, on publication of individual items of

expenditure above £500.00, a final decision, taking into account the work of other leading authorities, will be made.

Councillor Chapman explained that the additional information sheet supplied to members provided a fuller list of Awards and Accreditations to Colchester Borough Homes than that presented in Appendix 1 of the main report.

Councillor Dopson confirmed that with regard to 'Future Jobs Fund Project' that included 88 work placements for unemployed people aged 18-24, the project would lose its funding in 2010-11 and would not go ahead.

Further to Councillor Offen's concern about the air quality at certain 'hot spot' locations in or close to the Town Centre (prompted by NI194 'Level of Air Quality from Council buildings and operations', Ms. Wain confirmed these and a potential additional 'hot spot' are part of officer's current work in progress (including Brook Street, Mersea Road and the Town Centre) with ongoing dialogue with DEFRA and the Highways Agency. It is anticipated that the longer term aspirations for the Town Centre will improve air quality.

In respect of the SPAP 2009/10 Congestion Busting action around changes to town centre to reduce traffic, the panel requested the agreement on "Key Fundamentals agreed" should read "Key Principles agreed".

The panel member's agreed with Councillor Arnold that the Cabinet should be requested to provide additional information on Air Quality Hot Spots in the Borough in future reporting.

Following discussions on NI184 'Food Establishments compliant with hygiene law', an indicator dropped for 2010/11, members of the panel considered it desirable to see this indicator retained locally, so that the percentage of compliant premises in any one year was known. Members understood from Councillor Dopson and Ms. Pam Donnelly, Executive Director that year on year comparisons are misleading due to changes in the comparative property data, though the dropping of this local indicator would not impinge on the annual food premises inspection programme. Councillor Dopson and Ms. Donnelly agreed to seek further clarification on this indicator and provide this to the Cabinet for consideration.

During discussions about NI157 The Processing of Planning Applications, Ms. Donnelly explained to the panel that though a Fundamental Service Review (FSR) had been undertaken in Environmental and Protective Services in 2009, there remained areas still to be focused on during phase II of this review, including performance issues, though members should be aware of the reality that due to future financial pressures and decisions taken as part of the FSR, that there could be a trade-off with lower, more realistic targets. Members suggested that a more detailed definition to the three categories of planning applications could be useful.

The panel agreed to discuss future FSR later, during discussions on the work programme.

Councillor Smith addressed the panel to explain that the targets for NI79a 'Benefit Claims Processed correctly' had been revised downwards due to a change in methodology introduced by the Government, not a softening of the expected target level.

Panel members felt a final review of the Community Safety action on 'reducing crime and anti-social behaviour' was required, though the panel were not sure whether the Night Time Economy Task and Finish Group, in existence for approximately six years, would be responsible for reviewing the final actions and outputs from the SPAP. The panel therefore agreed for Councillor Offen, Chairman of the Policy Review and Development Panel (PRDP) to confirm to the next SOSP briefing (Chair and Group Spokespersons) whether the PRDP would be completing this review, and if not whether it should be considered as a future SOSP work programme item.

The Scrutiny Officer was requested to check that the Finance and Audit Scrutiny Panel retained an item on their work programme for the need to examine the finances for a new Park and Ride at North Colchester.

The Chairman requested clarification on what was meant by 'An agreement had been reached with ECC to develop the option for improving bus reliability and operation in Colchester. Councillor Barton, Portfolio Holder for Planning and Sustainability explained that the agreement was to look at options generally, with regular 5-aside meetings to be arranged, to develop the options to informal agreements. Councillor Smith and Arnold agreed that greater transparency around this work was needed.

Councillor Arnold questioned the correctness of the Q4 update on the Enabling Job Creation action on 'Increased incubation and grow-on space', indicating 'green', but stating Stane Park development currently on hold.

The panel requested more detail on the SPAP 2009/10 Healthy Living action on the delivery of the Community Sport Network action plan, giving the target for this action was not achieved.

Discussions around the Healthy Living action on 'Work with partners to deliver the London 2012 Partnership Plan', including Councillor Dopson's update on work in progress, resulted in agreement that it would be beneficial for the panel to undertake a review of the London 2012 Partnership later in the year.

Councillor Arnold congratulated the Council and officers on the good news that under the Reduce, reuse and recycle action, the Council had, due to high levels of waste minimisation, achieved a reduction of 8.5% in waste to landfill.

Councillor Arnold said that as one of the main objectives of the Council's Strategic Plan was to make Colchester a place that people want to live, work and visit, the SPAP for 2010/11 should have an action focusing on visits to Colchester to pick up the "visit" in the vision.

Councillor Theresa Higgins requested that New Town be added to the Addressing Young People's Needs action on organising a varied programme of subsidised or free activities.

The Chairman thanked Councillor Dopson and Ms. Wain for attending the meeting, presenting the Year End Performance Report and responding to questions from the Panel.

*RESOLVED* that the panel

- i) Considered and commented on the performance report for the period up to the end of March 2010 which included progress of our performance measures, the Strategic Plan Action Plan and proposed targets and actions for 2010-11.
- ii) Requested that the Cabinet consider that future performance reports provide the following:
  - a) A breakdown of the three constituent parts that make up NI192 Household waste 'reused', 'recycled' and 'composted'.
  - b) The provision of additional information on Air Quality Hot Spots in the Borough (to run in parallel with NI194).
  - c) In respect of the SPAP 2009/10 Congestion Busting action around changes to town centre to reduce traffic, the panel requested the agreement on "Key Fundamentals agreed" to read "Key Principles agreed".
  - d) The panel requested more detail on the SPAP 2009/10 Healthy Living action on the delivery of the Community Sport Network action plan, given the target for this action was not achieved.
  - e) A more detailed definition to the three categories of planning applications could be useful.
  - f) Given that one of the main objectives of the Council's Strategic Plan was to make Colchester a place that people want to live, work and visit, the SPAP for 2010/11 should have an action focusing on visits to Colchester to pick up the "visit" in the vision.
  - g) That New Town is added to the Addressing Young People's Needs action on organising a varied programme of subsidised or free activities.
  - h) In respect of the retention of NI184 'Food Establishments compliant with Food Hygiene law' as a local indicator, Councillor Dopson and Ms. Donnelly are requested to seek further clarification and provide this to Cabinet for consideration.
- iii) The Scrutiny Officer was requested to check that the Finance and Audit Scrutiny Panel retain on their work programme a review of the financial aspects of a new Park and Ride at North Colchester.
- iv) The Chairman and Group Spokespersons of SOSP to consider a future year end review of the London 2012 Partnership as part of the work programme, at the next panel briefing.

<b>Report of</b>	<b>Executive Director</b>	<b>Author</b>	<b>Ian Vipond x 2717</b>
<b>Title</b>	<b>VAF Issues related to Legal Proceedings</b>		
<b>Wards affected</b>	<b>Castle Ward</b>		

This report requests the Cabinet to recommend to full Council the release of additional revenue funding to fund the legal proceedings in relation to the Visual Arts Facility (VAF) and to agree the appropriate allocation of the existing revenue funding.

### **1. Decision Required**

- 1.1 To recommend to full Council the release of up to five hundred thousand pounds of additional revenue funding towards the legal costs of resolving VAF legal claims or disputes for the reasons set out in this report, if necessary in advance of legal costs already incurred being refunded by resolution of outstanding disputes.
- 1.2 To agree that the Council can use any agreed revenue budgets (for specific disputes relating to the VAF) as a global budget for all the revenue funded disputes relating to the VAF for the reasons set out in paragraphs 2.1 to 2.4 this report

### **2. Reasons for Decision**

- 2.1 In July 2009 the Cabinet agreed that proceedings could be issued against Banner Holdings Ltd (BHL) and Turner and Townsend (T&T) subject to the revenue budget not to exceed £365,000 without further approval and there were other revenue budget allocations relating to other identified claims in relation to the VAF. This approach has proven problematic due to certain areas of legal work being more intense than other areas and because the claims are so interrelated. It is now suggested that it would be better to agree that identified revenue budgets can be used as a global budget in relation to all the revenue funded VAF disputes.
- 2.2 In December 2009 the revenue budget was increased by £500,000, with £250,000 being released in the last financial year and the remaining £250,000 being released in this financial year. This budget has largely been expended in relation to successfully defending the claim by BHL. Under normal circumstances the Council could expect to recover its legal costs and this might yet prove possible to a varying degree, but at present more revenue funding is required this financial year up to an additional £500,000 if the Council is not to lose its ability to claim against T&T.

### **3. Background**

- 3.1 BHL issued proceedings against the Council which the Council was required to defend or risk the very real prospect of paying significant sums to BHL. The issue was whether the Council determined the contract at will or for breach by BHL and

the outcome of this dispute determines the sums that the Project Manager (PM) is required to certify as being due under the terms of the contract.

- 3.2 The Council needed the assistance of T&T during the dispute with BHL and accordingly the dispute with T&T was put on hold pending the outcome of the case with BHL.
- 3.3 The Council defended the claim against BHL and counterclaimed and the dispute was listed for a hearing in the High Court of Justice Queens Bench Division Technology and Construction Court in November with a time estimate of twelve days.
- 3.4 The Council exercised its right to refer the contract to adjudication and the adjudication hearing was held on the 8<sup>th</sup> March 2010. BHL defended the proceedings.
- 3.5 The adjudicator gave his award on 9 April 2010. The outcome of the adjudication was a significant win for the Council in that it was held that the Council was entitled to determine the contract for breaches by BHL.
- 3.6 On the 27<sup>th</sup> May 2010 the Council sought and obtained an order that BHL would be required to make certain payments into court as security for costs. The application was made because the Council was worried about the financial position of BHL.
- 3.7 Prior to the hearing on the 27<sup>th</sup> May it became known that BHL's solicitors were no longer acting in connection with the dispute and indeed BHL was not represented and nor did anybody from BHL attend the hearing.
- 3.8 The main outcome of the hearing on the 27<sup>th</sup> May is that BHL have to make certain payments into Court by the 9<sup>th</sup> July 2010 and in the event that it fails to do so the BHL claim will be struck out unless the order is varied at the request of BHL.
- 3.9 The Council will now be entitled to proceed with the formalities (which could include a further adjudication if there is a dispute over the sums certified by the PM) to claim against the bond. It is hopeful that the full amount of the bond in the sum of £1,422,000 will be released to the Council over the next few months. The majority of this sum will be used to offset a capital commitment of £1.1m from the Council to complete the VAF construction project (May Council resolution), however if the full Bond sum is recovered the remainder can be used to offset legal costs which would significantly reduce the sum now sought under recommendation 1.1.
- 3.10 Whilst the proceedings with BHL have largely been defensive the Council will now be entitled to enforce the various cost orders awarded against BHL. Unfortunately there is significant uncertainty about whether any of these sums will be recovered as BHL are now in the hands of Administrators. However, the Council will seek to recover any sums due from BHL insurers or the Administrator as appropriate while ensuring that the any additional legal costs incurred on this matter are not disproportionate. Again any recovered sums can be used to offset anticipated further legal costs.
- 3.11 Cabinet will note from the above that the Council has been forced to incur significant legal costs because of the aggressive approach to the litigation adopted by BHL and the result of the adjudication has saved the Council significant further legal costs as well as determining that BHL are not entitled to recover the sums it claimed as payable under the terms of the contract.



- 3.12 Because BHL went into administration on the 4<sup>th</sup> June 2010 it does not necessarily negate the risk of a further adjudication to determine the amounts due under the terms of the contract before a claim can be made against the bond. It does however make it unlikely that BHL will be able to avoid their claim being struck out on 9 July 2010.
- 3.13 The Council now needs to issue proceedings against T&T in order to avoid the possibility of the claims being statute barred because of the limitation period that applies. The advice obtained remains that there are significant prospects for the recovery of substantial sums from T&T who have the benefit of Professional Indemnity Insurance cover.

#### **4. Financial implications**

- 4.1 The sums identified in section one are not included within the 2010/11 Budget and there will now need to be a separate allocation.
- 4.2 Under the Financial Procedure Rules the Cabinet can only approve a virement of between £50,000 and £250,000 of revenue funding. Accordingly, the virement of five hundred thousand pounds will need to be approved by full Council assuming Cabinet is minded to agree the recommendation contained in this report.
- 4.3 Also, as the five hundred thousand pounds has not been approved by Council within the 2010/11 budget and with regard to its significance the Council will need the use of reserves of one sort or another.
- 4.4 The outturn position for 2009/10 is reported elsewhere on the agenda and shows that last year there has been some favourable movements which potentially provide scope for funding the additional funding requested in this report:-
- General reserves and balances are currently forecast to stay within the agreed levels, of £1.5m, at year end.
  - It is therefore anticipated that the £500,000 can be found without taking reserves below their agreed level, although this is likely to require action to mitigate cost pressures in 2010/11.
  - The funds for legal costs may not be required until later in the year and will not be drawn upon until necessary.
- 4.5 The allocation of funds for legal costs will clearly reduce the scope for funding other priorities and further cost pressures or growth items will be harder to accommodate in the financial circumstances anticipated in the future. Recent announcements on grant reductions have highlighted significant pressures which will need to be managed this year.

#### **5. Alternative Options**

- 5.1 Given that the Cabinet has already agreed that the legal proceedings can be issued and the legal advice is that there remain good prospects of recovering significant sums there is limited alternative but for the Council to continue to fund the litigation because of its public law duties. Local authorities are under a duty to act prudently. The essence of the duty is to act “prudently” in all decision making, but particularly in relation to items with financial implications. If the authority chooses not to realise an asset (in the form of the potential claim against T&T) this is a matter which could be the subject of an adverse audit report.

- 5.2 Against the above the Council will rightly have to consider the risks associated with legal proceedings and the budgetary implications against (i) potential recovery for the Council of what could be significant sums and (ii) other potential risks associated with not progressing the claims in circumstances where the external advice is that there are good prospects for the recovery of significant sums.

**6. Strategic Plan references**

- 6.1 Delivery of the Visual Arts Facility was identified in the 2006 Strategic Plan.

**7. Consultation**

- 7.1 Not applicable.

**8. Publicity considerations**

- 8.1 This is a high profile project and so any report may attract public and media interest and will need to be managed by the Councils communications team in liaison with the Portfolio Holder.

**9. Equality, diversity and Human Rights Implications**

- 9.1 There are no particular equality, diversity or human rights implications.

**10. Community Safety Implications**

- 10.1 There are no particular community safety implications.

**11. Health and Safety Implications**

- 11.1 There are no particular Health and Safety implications.

**12. Risk Management Implications**

- 12.1 Whilst there remain good prospect for success there is always a risk with litigation in that if the Council fails to recover its costs and/or in the event of unsuccessful litigation the Council will be responsible for other parties' legal costs these could be substantial. The Council remains under contract with the other VAF funders to complete the building as a home for firstsite. Failure to deliver the project could make the Council liable for the return of funding already secured.



## Cabinet

Item  
**10(i)**

30<sup>th</sup> June 2010

Report of	Head of Strategic Policy and Regeneration	Author	Lindsay Barker Darren Brown ☎ 282253
Title	Consultation on a Self-Financing Housing Revenue Account		
Wards affected	All		

**This report concerns the proposal to leave the current national Housing Revenue Account (HRA) Subsidy System and adopt a Self-Financing HRA.**

### 1. Decision(s) Required

- 1.1 To approve the Councils response to the Governments proposal to leave the present HRA subsidy system and adopt a self-financing housing revenue account, shown at Appendix A.

### 2. Reasons for Decision(s)

- 2.1 The Government are consulting on proposals to reform the current housing finance system and this report provides the opportunity to give our views.

### 3. Alternative Options

- 3.1 To not approve the Councils response to the consultation paper, however this is not being recommended for the reasons set out below. Alternatively, the option exists to not respond.

### 4. Supporting Information

#### The Current System/Background:

- 4.1 Council Housing finance is supported through the Housing Revenue Account (HRA) Subsidy system. This is a national system which provides deficit funding to local authorities, to enable them to meet the interest costs that are incurred from holding housing debt. It is a redistributive system based on a notional HRA for each authority and has been in operation in its present form for more than 20 years. Under the subsidy system, income from tenants' rents and Right To Buy sales is collected centrally, and in return Councils are paid allowances for Management, Maintenance and Major Repairs. In principle, this redistributes funds to Councils that would be unable to meet interest payments on their debt, and other costs through rental income. However, over time these allowances have not kept pace with increases in rental income, which has led to a steady withdrawal of resources from the national housing system. So much so, that it is now acknowledged that the national HRA subsidy system is in surplus which represents a real redirection of resources from local authorities into central Government and hence a reform of the present housing subsidy system has long been called for by local authorities and leading housing professionals.

- 4.2 There has long been the belief that there are insufficient resources within the current subsidy system to deliver long-term investment in services to tenants and provide a sustainable housing stock. Furthermore, the current system is seen as being both unfair and unpopular. Not only is the system complex, it lacks transparency and provides little local accountability. It is highly volatile and can change at short-notice, creating difficulty in planning in the medium to long-term.
- 4.3 As a consequence, there have been a number of documents produced in recent years, setting out the intention firstly that high-performing ALMO's would be able to take advantage of "freedoms and flexibilities" in the current system, then developing into a Self-Financing pilot project consisting of 6 case-study local authorities who investigated the possibility of an alternative approach to the subsidy system which could be implemented for all local authorities. It was the findings of this pilot project which led the Government at the time to commission an HRA review, which resulted in a consultation paper on HRA reform being issued in July 2009 to which we responded. The results of this exercise have now been considered by the Government, which has resulted in a further consultation paper being produced in March 2010 setting out a "Voluntary offer" to local authorities to dismantle the current subsidy system, which is the subject of this report.

## **5. Proposals**

- 5.1 On the 25<sup>th</sup> March 2010, the Department for Communities and Local Government (DCLG) issued the consultation paper entitled "Council Housing: A Real Future (Prospectus)". The proposals contained within the paper in summary are as follows;
- The current national HRA Subsidy system would be dismantled,
  - It would be replaced with a devolved, self-financing system in which Councils would be able to retain all tenants' rental income and capital receipts including those from Right To Buy (RTB) sales, within their Housing Revenue Account,
  - There would be a one-off adjustment of housing debt to local authorities,
  - There would be a strengthened (more transparent) HRA ring-fence guidance,
  - It would be nationally neutral between central and local Government.
- 5.2 The detail of how self-financing would work is becoming clearer, but there are still a number of technical questions that need to be answered before we are in a position to know absolutely the impact locally. The Department for Communities and Local Government (DCLG) are working with leading housing finance professionals, CIPFA and the Treasury to establish how some of these areas may be dealt with, which primarily revolve around the treatment and accounting for the debt reallocation.

- 5.3 The consultation paper is asking local authorities 6 questions. These are not specifically asking for an agreement at this point in time, but are in essence asking for our views on the proposals, whether or not we would favour moving to a self-financing environment for our HRA and voluntarily in 2011/12, and what reasons we may have for not wanting to move forward based on the proposal being made. It should also be noted that all of the figures included within the proposals are subject to confirmation by the Government at the next Comprehensive Spending Review, and should be viewed on the basis that they were proposed by the Government prior to the General Election, and the new incoming Government has indicated its intention to look at all areas of public expenditure.
- 5.4 The new Government has recently confirmed its intention to reform council housing finance. They have stated in their Coalition document that “We will... review the unfair Housing Revenue Account..”, however it is not yet clear whether the review will be in the same form as that proposed by the previous Government. Nevertheless, the consultation process is being continued. Furthermore, the Housing Minister made an announcement on 8<sup>th</sup> June, stating the he wants “to see a new devolved system that puts Councils firmly in control and gives them the financial freedom they need to make the best long term decisions about their housing”.

## **6. Housing Subsidy and The Debt Settlement**

- 6.1 The Government appointed Price Waterhouse Coopers (PWC) to undertake the work around the level of debt that is to be redistributed amongst authorities, along with determining the most appropriate method of allocation. PWC have come up with a model which makes an assessment of each authority’s ability to service an amount of debt, based on an assumed level of spending required and rental income over the next 30 years. These expenditure assumptions are based on uplifted allowances within the current subsidy system as identified as part of the HRA review.
- 6.2 There is currently around £21billion of national housing debt which is serviced by all housing stock-retaining Councils, through the housing subsidy system. There are a number of authorities who have a high level of historic debt, along with a number of authorities who have little or no debt. Accordingly, there is a large number of authorities who pay negative subsidy to the Government under the current system, and there are a few authorities who actually receive subsidy from the Government. In essence, there is a strong relationship between those authorities who have high levels of debt and are receiving housing subsidy, with those with little or no debt that are paying housing subsidy to the Government.
- 6.3 The housing subsidy system takes funding from those authorities who notionally have enough resources to meet the costs of managing, maintaining and servicing the debt on their housing stock, and gives it to those authorities who have insufficient funding. Therefore for local authorities to become self-financing will require the national housing debt to be shared amongst Councils.
- 6.4 Naturally, there is a resistance from some authorities, especially those that are debt free, to taking on any new debt. They feel that they are being penalised for good financial management in the past which has seen them become debt free. However, due to the way the housing subsidy system operates, if an authority has little or no debt, then it is required to pay more in negative subsidy to the Government to support the debt of others. An example to demonstrate this is shown in the following table:

	Authority A (with No Debt)	Authority B (with Debt)
Management Allowance	£5m	£7m
Maintenance Allowance	£8m	£10m
Major Repairs Allowance	£4m	£6m
<b>Total Expenditure</b>	<b>£17m</b>	<b>£23m</b>
Rental Income	(£22m)	(£28m)
<b>Notional Housing Surplus</b>	<b>(£5m)</b>	<b>(£5m)</b>
Debt Charges	£0	£9m
Subsidy Received from Government	-	<b>(£4m)</b>
Subsidy Paid to Government	<b>£5m</b>	-

- 6.5 In the example above, Authority A which has no debt is paying £5 million to the Government in negative subsidy, which then in turn will use these funds to pay subsidy to those Councils like Authority B who need support in meeting their debt payments. This in effect means that authorities are already servicing the cost of debt through their negative subsidy payments to the Government, it just isn't necessarily their own debt. By reallocating the national debt, some authorities would be required to take on additional debt, whilst some authorities would actually see their level of debt reduce. The logic behind this being that once the housing subsidy system no longer exists as a means by which resources are redistributed between authorities to service debt, then each authority has an appropriate amount of opening debt that it can support and service into the future.
- 6.6 At Colchester, we are in a similar position to Authority A in the above example, i.e. we are paying negative subsidy to the Government. Our negative subsidy payments are forecast to increase annually in the future, to the extent that it is anticipated that we will pay around £25million over the next 5 years, and in excess of over £65million over the next 10 years. This is the factor that makes self-financing affordable for local authorities. We will be taking on additional debt, but will be saving future negative housing subsidy payments. Over the next 30 years this is forecast to generate a substantial level of additional resources. Therefore, the key point to understand when taking on debt is that although this will increase our level of debt held at the outset, we would no longer be required to pay the current and ever increasing subsidy payments to the Government in the future, thereby freeing up additional resources. We would be able to use these future resources to service the borrowing costs of the new debt taken on and provide for its repayment, and also fund the much needed improvements to our stock and services in the future. This is the underlying principle behind self-financing.

6.7 The review of Housing Finance not only identified a shortfall in funding of Management & Maintenance and Major Repairs Allowances compared to assumed levels of need, but also that there was £6 billion of investment needed for additional improvements/outstanding backlogs of works, and up to £5 billion needed on health and safety and disabled facilities expenditure. Some of the shortfall in allowances is being covered as part of the debt settlement calculation, whilst the remainder will be covered through a system of capital grants to be established after the settlement – for which authorities will be able to apply, through a process yet to be determined.

## **7. How will self-financing work**

7.1 As previously mentioned, for it to be possible for Councils to be able to run their HRA's on a self-financing basis, it will be necessary to allocate centrally managed debt to local authorities. This will be distributed on the basis of the ability to service and repay this debt over a 30 year period. Therefore, some authorities will find their debt levels reducing, whilst others will find their debt levels increasing. As stated above, Colchester falls in to the latter category, which means we will be required to take on additional debt. Under the voluntary offer received from CLG, this amounts to £59.1million. This additional borrowing would then be paid to the Government to “buy” ourselves out of the system. If agreed and implemented, this would increase our HRA debt to a total of £110million at the start of the new system. There is a proviso within the offer that we could take-on a lower debt allocation of £52.8million, on the basis that we used the £6.3million reduction to deliver new affordable housing. However, the terms of this are currently unclear and therefore for the basis of this report, it has been assumed we would take-on the higher level of debt.

7.2 The amount of debt that authorities will be required to take on has been calculated on the basis of a formula developed centrally. A debt adjustment will be implemented which would move the current level of supported debt (i.e. in the current subsidy system) to the new level of the debt settlement. The review proposed a mechanism based on a tenanted market value, in other words a Net Present Value cashflow forecast based on future subsidy guideline rents, less uplifted Management & Maintenance and Major Repairs Allowances. Furthermore, it is being proposed that there will be a cap on borrowing, so as to limit the level of national debt. For Colchester, this cap would be approximately £125million.

7.3 Once Councils have left the current subsidy system, they will be able to retain all rental income and capital receipts, and invest in those areas where there is insufficient funding currently. However, along with these freedoms there will be a number of new risks which the Council will need to manage. The current system protects authorities to a certain extent from the effects of interest rate changes, for example if interest rates rise, then the HRA pays a higher financing cost but this is reimbursed through the subsidy formula. However, in a self-financing system housing subsidy would no longer exist and therefore this increased cost would have to be met from elsewhere within the HRA. Conversely, any reductions in interest rates are currently not benefitted from as the saving to the HRA is matched by an increase in subsidy payable. Under self-financing this would provide extra resources to the HRA, for either improvements in services, additional stock investment or repayment of debt which would save future financing costs. Whilst this has been identified as a potential risk, it in fact only puts the HRA on the same footing as the Council's General Fund which currently operates in this environment, and therefore we are familiar with and already have experience of operating in this way.

- 7.4 The Council has been developing a Business Plan which forecasts the Housing Revenue Account for each of the next 30 years, both under the current subsidy system and in a self-financing environment. The model takes into account the financing costs of the additional debt we would take-on, the negative subsidy payments no longer payable and the investment requirements of the stock indicated by our stock condition survey. The Business Plan shows that under current assumptions, we would be able to take on the additional amount of debt referred to above, deliver the investment requirements of the stock and in fact repay all of our debt within the life of the 30 year Business Plan. This needs to be compared to the alternative position, whereby we retain the current housing subsidy system and continue to make increasing negative subsidy payments to the Government, alongside not being to deliver the capital investment needs of our stock, and have no ability to reduce our current level of debt.
- 7.5 The modelling undertaken by officers indicates that if the current system remains, we will deliver around £51million of capital investment to our housing stock over the next 10 years (compared to around £94million under self-financing). However, by this time, the HRA balance is projected to go into a negative balance, meaning even this lower level of investment could not be sustained without making reductions in expenditure elsewhere. Even then, this would not deliver the required level of investment needed over the next 30 years.
- 7.6 Whilst the figures contained within this report reflect the Business Plan modelling undertaken as part of the assessment of the self-financing offer from CLG, it is intended that the HRA Business Plan process will be adopted in the future, and become a part of the ongoing financial management of the Council's Housing Revenue Account. Therefore, the assumptions that have been made will be able to be changed in future years, reflecting the Council's changing priorities and local circumstances.

## **8. Benefits/Risks**

- 8.1 There are a number of Benefits and Risks that have currently been identified as part of the proposals. Whilst there will always be risks associated with change, they should be viewed in the context of the substantial benefits self-financing is expected to bring, especially when compared to the current subsidy system. The risks and benefits have been summarised as follows;
- 8.2 Benefits of Self-Financing:
- All future rental income would be retained locally with the continued policy of rent restructuring to safeguard the increase to tenants' rents;
  - 100% of Right To Buy receipts to be retained locally, with discretion retained for 25% as at present;
  - Increased capital investment in the Council's housing stock and services, enabling the Decent Homes standard to be maintained in the long-term,
  - Additional resources / Borrowing headroom for new affordable housing,
  - More certainty in long-term planning,
  - Ability to repay debt over the life of the business plan,
  - Greater local accountability.



### 8.3 Risks of Self-Financing:

- We would be approximately doubling the amount of debt we hold on our balance sheet from day one of the start of the new regime, although our modelling demonstrates that this could be reduced and indeed repaid over the life of the Business Plan.
- There is likely to be a reduction in Social Housing Grant in the future, as the Government would have less resources for centrally funded programmes, although the expectation is that authorities would be able to use the additional resources generated locally to replace this.
- Under the current capital financing rules, there could be an impact upon the Councils General Fund through the take-on of additional debt, although this depends on how the extra debt is treated and recharged to the HRA.

8.4 It is recognised that the potential impact of borrowing costs upon the General Fund is a concern and has been raised as part of the review. CLG have stated that they do not anticipate any negative impact upon Councils' General Funds as a result of implementing HRA reform. However, this is a technical area where further work will be required, and it is understood that CLG are working with CIPFA and the Audit Commission to resolve any issues that may arise in this area. Therefore whilst it is currently not possible to quantify whether there would be any impact in this area, it has been included as a risk nevertheless. We will however be urging the Government to mitigate any negative impact upon the General Fund in our response to the consultation.

## 9. Risks

9.1 The risks that revolve around self-financing primarily fall into 2 areas. Firstly, there are the risks relating to treasury management and the take-on of additional borrowing. Given that the current housing subsidy system predominantly protects local authorities from variations in interest rates, if the system is abolished then the HRA will be exposed to the impact of fluctuations in interest rates in the future. These could be positive or negative, dependant on the circumstances at the time. However, this risk can be mitigated by the Council's treasury management policies and indeed can be viewed as a positive, as the Council is incentivised to achieve treasury management efficiencies which it would be able to retain within the business plan, as opposed to being offset by housing subsidy. Furthermore, the abolition of subsidy would simply put the HRA on a similar footing to the General Fund in terms of exposure to treasury management variations.

9.2 The other main risk revolves around the possibility that future Governments may decide to open the settlement. The consultation paper refers to this settlement as "a once and for all settlement between central and local Government". However, the paper also refers to the fact that it cannot be guaranteed that future Governments will not make changes to policies that will impact upon the amount of rental income that can be raised or the costs of meeting standards or other obligations. However, it does state that self-financing business plans should be robust enough to withstand a range of movements in assumptions moving forward. It is expected that local authority landlords should be able to plan for and manage these normal business risks without recourse to Government.

## **10. Strategic Plan References**

10.1 These proposals link in to the Homes for All priority.

## **11. Consultation**

11.1 Briefing sessions on the proposals have been undertaken and have included representation from Colchester Borough Homes along with tenant representatives from their Board. Further consultation will be undertaken should we be asked to formally agree to the proposals in the future.

## **12. Publicity Considerations**

12.1 Given the complex nature of this subject, we will ensure it is communicated clearly. Once the Government provides further information on their proposals, we will communicate this to the appropriate target audiences.

## **13. Financial implications**

### **Financial Modelling of the “Offer”**

13.1 Officers of the Council have been working with the Housing Quality Network (HQN) and the Chartered Institute of Housing (CIH) on developing a 30 year business plan to model the Council's HRA under both the current subsidy system and a self-financing one. Regardless of the outcome of the self-financing proposals, this is a key piece of work and will enable the Council to understand what the HRA looks like in the future from a financial point of view. It is therefore intended to regularly update the business plan model and include it as part of the HRA and Housing Investment Programme budget setting process which is agreed by Cabinet each year.

13.2 The business plan starts with the Council's current HRA budget, and in effect produces an HRA budget for each of the next 30 years (this builds on the current HRA Medium Term Financial Forecast (MTFF) which is produced as part of the current budget process and is reported to Cabinet in January each year). It includes a large amount of financial information, and makes assumptions on a wide variety of issues, such as inflation, interest rates, rents policy, financing options etc. As a result, the further the business plan looks ahead into the future, the more it becomes a guide rather than definitive as it is impossible to accurately predict some of these issues up to 30 years ahead. However, it does enable the Council to understand the future and also to undertake sensitivity analysis within the plan, to determine what the overall impact would be of changes in inflation, costs, income and interest rates etc.

13.3 The business plan will be a key document especially if self-financing goes ahead, because as previously stated, the Council will be taking on additional borrowing of around £59million and it will need to ensure it is able to meet the costs of servicing its debt, along with the potential to reduce or indeed repay it over the life of the plan. In addition, if constraints are applied to future borrowing, the plan will inform the Council of spending levels in future years, which will in turn feed into the delivery of the asset management strategy.

13.4 Colchester Borough Council and Colchester Borough Homes are jointly working on producing an asset management strategy for the Councils housing stock, which will amongst other things indicate the likely level of capital and revenue investment needed over the next 30 years. The strategy is being put together using core information from Codeman, which is the Councils IT asset management planning system and is populated with stock condition data which is gathered as properties are surveyed and average component costs which have been externally verified. This system therefore indicates when elements, such as kitchens, bathrooms, roofs etc require replacing in the future based on assumed lives of components, and puts a cost to these. This therefore enables high level planning on a year by year basis of capital and revenue requirements.

13.5 Clearly this is a planning tool and actual programmes of work each year would be on the basis of actual need, given some components would last longer or shorter than the industry norm, dependant on local circumstances such as usage. However, it does provide the data for the Council to model its business plan and is a necessity for authorities to understand what the current subsidy system and the proposal of self-financing means in the long-term.

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

14.1 An Equality Impact Assessment (EIA) will be carried out at the point we are asked to formally commit to the proposals.

#### **15. Community Safety Implications**

15.1 There are no particular references to community safety implications.

#### **16. Health and Safety Implications**

16.1 There are no particular references to Health and Safety implications

#### **17. Risk Management Implications**

17.1 The risks currently identified have been included in the main body of the report.

## **Response to the DCLG Consultation Paper on the Reform of Council Housing Finance**

Firstly, Colchester Borough Council welcomes the opportunity to comment on the Reform of Council Housing Finance Consultation Paper issued by the Department on 25<sup>th</sup> March, 2010.

In principal, we are very supportive of the proposal to leave the current Housing Revenue Account (HRA) subsidy system and move to a Self-Financing HRA. However, as there are a number of areas where work is still required to fully inform authorities, for example around the treatment of debt we would take-on, we have commented along the lines of the principles outlined in the paper and we will need to see the detail as it emerges before we can fully evaluate the implications for our authority and commit to the change.

### **Q1. What are your views on the proposed methodology for assessing income and spending needs under self-financing and for valuing each Council's business?**

Colchester Borough Council is supportive of the general principles of the process and accepts that there has to be some basis for dismantling the current system. However, the results of our stock condition survey are showing that an uplift to the Major Repairs Allowance of nearer 50% is more reflective of our local position, compared to the proposed uplift for us of 29%. Our modelling is assuming that this difference will be met from securing a lower interest rate on borrowing than assumed within the settlement, thus providing those resources required.

### **Q2. What are your views on the proposals for the financial, regulatory and accounting framework for self-financing?**

We are supportive of the move towards greater transparency in the operation of the Housing Revenue Account. This will contribute towards greater empowerment for our tenants and will assist in the move towards cross-domain regulation.

**Q3. How much new supply could this settlement enable you to deliver, if combined with social housing grant?**

Whilst we are entirely supportive of increasing the supply of new affordable housing, we are also mindful of the need to ensure our existing stock is fully maintained and is fit for purpose in the long-term. Therefore a balance will need to be achieved locally between increasing supply and investing in our current housing stock, which will be determined by the overall resources available within our self-financing business plan.

We have undertaken a desktop exercise to model the likely number of new units we could deliver in the next 5 years as a result of using a discount rate of 7% compared to 6.5% when determining the debt settlement. We have assumed we would receive 30% Social Housing Grant over that period, and have also made allowance for the anticipated increase in local new build costs over the next few years. Overall, this suggests we could deliver around 75 properties in total over the next 5 years. However, this is a desktop exercise and we would need to explore further the availability of land to deliver this number of units.

**Q4. Do you favour a self-financing system for council housing or the continuation of a nationally redistributive subsidy system?**

We strongly believe that the current housing subsidy system is no longer fit for purpose and does not meet the needs of Councils and their tenants. It is not transparent and we feel there is and will continue to be a lack of local accountability as long as it remains in existence. There is a clear case for local authorities to retain all of their rental income and capital receipts, enabling the delivery of much-needed investment in housing stock, services and new supply.

We recognise that a move to a self-financing regime will potentially generate the much needed resources that we require to maintain our housing stock in the long-term. We therefore welcome, subject to the observations raised in this response, the proposal to dismantle the HRA subsidy system and replace it with a finance regime where local authorities are able to make long-term business decisions which meet the local need and aspirations of all stakeholders.

Whilst we are in favour of a once and for all full and final settlement, we are concerned with the reference within the consultation paper to the possibility that the settlement could be reopened in the future. This does cause us concern, for if local authorities are to run their Housing Revenue Accounts on a business-like basis and be able to plan for the long-term, then they should be allowed to do so. Whilst it is accepted that business risks are always prevalent, there is a concern that this is a risk that already exists and that authorities who show good financial management and are able to reduce their levels of debt will be allocated further debt in the future.

The Government is therefore urged to clearly set out the conditions in which the debt settlement would be reopened in the future, and whether this would be applied in both directions, for example where an authority discovers that its opening debt settlement was not sustainable in the long-term given the nature of the methodology used in determining the original allocation of debt at a national level.

**Q5. Would you wish to proceed to early voluntary implementation of self-financing on the basis of the methodology and principles proposed in this document? Would you be ready to implement self-financing in 2011/12? If not, how much time do you think is required to prepare for implementation?**

As previously stated, we are supportive of the principles of a self-financing HRA and can see the benefits of moving to one as soon as possible, given the alternative of retaining the current redistributive housing subsidy system. However, there are still some areas of uncertainty for us, predominantly around the treatment of debt and the potential impact upon our General Fund.

**Q6. If you favour self-financing but do not wish to proceed on the basis of the proposals in this document, what are the reasons?**

Whilst we favour the principles of self-financing, we are very concerned that there is the potential for a negative impact on our General Fund through the Item 8 Debit recharging mechanism. Whilst the reasoning for separating HRA loans and debt is understood, we are reluctant to support any proposal that would put additional costs upon our already pressured General Fund.

Of particular concern to is the use of the Consolidated Rate of Interest (CRI) figure at a certain point in time. Following the credit crunch we have 'borrowed internally' to reduce risk, which has led to us having a lower CRI. Using the Average Rate of Debt for the Authority would result in a more appropriate level of recharge in these circumstances.

It is acknowledged that the Government wishes to work with CIPFA and the Audit Commission in establishing a methodology for treating debt. We therefore urge that this is undertaken with the aim that it is cost-neutral for the General Fund as an opening position. We believe this can be achieved by fixing the Average Rate of Debt, as well as the amount of debt attributable to the HRA and General Fund as reflected in the Capital Financing Requirement positions on the eve of the settlement.

Given that we would be taking on significant levels of additional debt under the self-financing proposals, interest rate volatility could have a significant impact upon business plans, both favourable and adverse. It is therefore necessary that local authorities are given as much discretion in structuring and managing debt as possible and we would encourage a review of the CIPFA Treasury Management code, to ensure authorities can maintain an appropriate degree of flexibility in their debt portfolio.

It is recognised that the Government, in the current fiscal environment, wishes to control the level of public borrowing. However, the proposed cap on borrowing is not in accordance with the prudential code and we request that this is given further consideration. By imposing a cap on future borrowing, a constraint will be placed upon spend to save type initiatives, where up front investment is repaid from future revenue streams and which may well also deliver additional resources in the longer term.

The option exists to reclassify HRA borrowing as being outside central Government expenditure, as in the case of housing associations. Whilst this may be a long-term aspiration, it is felt there is a case for this given that the settlement is passing the responsibility for the servicing of debt to local authorities. Regulation could still be exercised through the adoption of a system of ratios and covenants similar to those in operation in the housing association sector.

**Extract from minutes of the meeting of the Strategic Overview and Scrutiny Panel meeting of 24 June 2010**

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

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

**Consultation on the reform of Council Housing finance**

**Briefing - Self Financing for the Housing Revenue Account**

Councillor Young, Portfolio Holder for Housing and Community Safety, Mr. Darren Brown, Group Account and Ms. Lindsay Barker, Head of Strategic Policy and Regeneration attended the briefing. The briefing was open to all members, to help to provide a better understanding of Self-Financing for the Housing Revenue Account (HRA).

Following Councillor Young's introduction, Mr. Brown gave a presentation, covering the background work that led to the consultation, the proposals and how they would work, and the benefits, negatives and risks.

Mr. Brown explained that the HRA is a ring-fenced account within the Councils General Fund, created through legislation by the 1989 Housing Act, with the Council responsible for the landlord function that includes managing and maintaining the council stock, managing rental income from tenants and the financial costs of the HRA debt. Mr. Brown gave a breakdown of the 2010/11 HRA Budget at Colchester, both income and expenditure, and an overview of HRA debt both locally and nationally.

The current HRA Subsidy Scheme was explained (with graphical examples) and reasons given as to why there was a need to change and the limitations and difficulties of the current scheme. Mr. Brown explained the two options that would be available under the new scheme, one to create an additional debt of £59.1m, a second to create an additional debt of £52.8m but with the opportunity to provide innovative new build properties. A forecast of what the Council's future debt would be was graphically shown together with comparative cost details on subsidy v financing. It was explained that under the new scheme capital receipts from Right to Buy sales and sale of housing land would be fully retained by the Council with 75% of receipts spent on affordable housing and regeneration. A Capital Investment comparison graph showed current and future investment requirements.



In response to Councillor Sutton, concerning the reform in light of the recent change in Government, Councillor Young said there was currently cross-party agreement for the need to reform, with cross-party agreement and agreement at Local Government Association (LGA) level prior to the May election. Mr. Brown said the LGA still supports this review, with only minor changes likely to be proposed. Mr. Nick White, Colchester Borough Homes, said the CIPFA Housing Panel are in ongoing discussions with the Government and Audit Commission, and there is a feeling that agreement for this reform will come from most Councils with the Government expecting implementation in 2011/12 or 2012/13.

The Chairman thanked Councillor Young and officers for the presentation and closed the briefing.

### **Strategic Overview and Scrutiny Panel meeting**

The meeting of the Panel commenced at 6.30 pm.

The Chairman opened up the discussions by allowing the panel to ask questions about the Council's consultation response on a Self-Financing Housing Revenue Account.

In response to Councillor Willetts, concerning the current levels of debt, Councillor Young said whilst a current debt of £50.8m appeared high it should be remembered that £35m of this figure was the result of the current Decent Homes Programme (DHP). Mr. Brown said the present DHP borrowing is loaned at approximately 4.5% interest, whereas the Housing Subsidy repays at 8% interest, a net benefit to the Council. Due to the historically long period of loans to Councils, over decades, it is difficult to determine why some local authorities have a high debt figure and others are substantially less.

Mr. Brown also confirmed that the Government appointed Price Waterhouse Coopers to undertake the modelling work around the level of debt, based on the current subsidy system, and therefore there could not, for the purpose of this review, be any adjustments to the projected figures.

In response to Councillor Offen, Mr. Brown explained that "cross-domain regulation" mentioned in the response to question 2 was the ability for local authorities to manage the HRA on a level playing field with Housing Associations.

It was explained to Councillor Frame that the Council would go to the Public Works Loan Board for loans, consistent with the current situation. If the Council demonstrates it can repay, a loan(s) will be provided without the need for the additional security of the housing stock. In response to Councillor Ellis, Mr. Plummer, Finance Manager said in terms of financial management, borrowing money, known as housing debt, will be charged to the HRA and will remain separate from the Council's General Fund, a clear split. There remained some concerns about the potential for a negative effect on the

General Fund through the Item 8 Debit recharging mechanism, and this was reflected in the Council's response within question 6.

Mr. Brown responded to Councillor Frame in regards to the delivery of new build housing stock, saying the figure of 75 properties over the next 5 years (as mentioned in the response to question 3) was for the short-term, that the long-term figure was greater.

Councillor Young agreed with Councillor Arnold that the Council's response to question 5 needed to be expanded to provide an answer to whether the Council would be ready to implement self-financing in 2011/12.

The Panel agreed in principle to the Council's response, and requested the Cabinet to agree to amend the wording to question 5.

The panel agreed that the consultation response was good, and thanked Councillor Young and officers for their presentation and responding to questions from members.

*RESOLVED* that the Panel:

- i) Considered and noted the report on the Consultation on a Self-Financing Housing Revenue Account to be presented to Cabinet on 30 June 2010.
- ii) Requested the Cabinet to agree to amend the response to question 5, to read;

"As previously stated, we are supportive of the principles of a self-financing HRA and can see the benefits of moving to one as soon as possible, given the alternative of retaining the current redistributive housing subsidy system. There are still some areas of uncertainty for us, predominantly around the treatment of debt and the potential impact upon our General Fund, but as long as these are resolved we believe it would be possible for us to implement self-financing in 2011/12."



## Cabinet

30 June 2010

Item  
**10(ii)**

<b>Report of</b>	<b>Head of Strategic Policy and Regeneration</b>	<b>Author</b>	<b>Lindsay Barker/John Rock</b>
<b>Title</b>	<b>Gas Servicing and Associated Repairs Contract</b>		
<b>Wards affected</b>	All wards		

**This report sets out the procurement process for tendering the Gas Servicing and Associated Repairs Contract for the Council's housing stock and recommends an appointment to provide the service.**

### 1. Decision(s) Required

- 1.1 To agree to appoint Morrison Plc to deliver the Gas Servicing and Associated Repairs contract.
- 1.2 To agree to enter with the successful contractor into a 4 + 2year JCT Standard Form of Measured Term Contract 2006 Edition Revision 2 (2009), further amended as set out in the Tender Document.

### 2. Reasons for Decision(s)

- 2.1 Housing property related services are currently being provided through a signed Deed of Variation with Colchester Borough Homes (CBH). The signing took place on Thursday 9 October 2008 and varies the Management Agreement between Colchester Borough Council and Colchester Borough Homes. The first period of the agreement came to an end on 31 March 2009 and the second 9 month period commenced on 1<sup>st</sup> April 2009.
- 2.2 During the Interim period and to comply with Cabinet decisions on 21 May 2008 and 28 January 2009 it was intended to prepare for and let a fully compliant OJEU contract or set of contracts for the remaining Capital and Revenue work packages. The work packages were designed to cover
  - Responsive repairs, voids and adaptations
  - Gas Servicing
  - External overview – planned programmes, painting etc

Cabinet will be aware that the original decision taken by Cabinet above was reviewed and this formed part of a separate report which was taken to Cabinet on Wednesday 9<sup>th</sup> September 2009. As a result of the Cabinet decision, the first package "Responsive repairs, voids and adaptations" will continue to be delivered by CBH and a robust benchmarking exercise was to be conducted to ensure the Council complies with its best value obligations. A new Deed of Variation has been prepared to recognise the new arrangements and the parties have agreed to the necessary amendments. The new Deed was signed and dated 10<sup>th</sup> December 2009. The new Deed is essentially designed to align with the completion date for the Management Agreement and recognise the period January 2010 to March 2010 as an extension to the current Deed which ended in December 2009, periods thereafter will be annual from 1<sup>st</sup> April.

As Cabinet originally instructed, work proceeded to expose Gas Servicing and the External overview contracts to competitive tender. This report is concerned with the Gas Servicing contract. The procurement approach agreed by Cabinet on 28 January 2009 was one of a full European (EU) compliant process (OJEU) with the Council acting as the awarding body for any contracts placed and Colchester Borough Homes (CBH) acting as the employer's agent (Contract Administrator).

Expressions of interest were sought through a Pre Qualification Questionnaire (PQQ) process from which prospective contractors were selected. The results of this exercise conducted by Ridge and Partners were shared with Tenants, Leaseholders, Members and Staff from both CBH and CBC.

Out of this exercise nine contractors were selected to be invited to tender for the works. Tenders were returned and opened by officers on 18 May 2010 and following a further analysis exercise three contractors were interviewed and out of this a final recommendation was concluded.

### **3. Alternative Options**

- 3.1 There are few alternative options as this programme forms part of the Council Statutory obligations as a Landlord and protects both our customers and the housing asset.

### **4. Supporting Information**

- 4.1 Following the January Cabinet decision, the Council engaged the support of Ridge & Partners (property consultants) to assist with managing the EU procurement process (OJEU).
- 4.2. EU regulations require contracts of this nature and scale to be advertised across the EU. A two-stage contractor selection process consisting of a Pre-Qualification Stage which is open to all interested parties, followed by a Tender Stage which is restricted to contractor's selected by analysis of the first stage responses was followed. The Pre-Qualification Stage invites interested contractors to submit information concerning their Financial Capacity, Technical Capability, Relevant Experience and References. Information is requested in a Pre-Qualification Questionnaire from all interested contractors.
- 4.3. In September 2009 a joint planning meeting took place with representatives from the Council, CBH and Ridge & Partners to formulate a detailed project plan and timeline to complete the procurement process.
- 4.4 In October 2009, Ridge & Partners placed the OJEU notices within the European Journal inviting contractors to submit an interest in tendering for the Gas Servicing Contract.
- 44 contractors responded to the advertisement with 21 submitting completed Pre-Qualifying Questionnaires (PQQ).
  - Ridge & Partners carried out a robust analysis of the completed PQQ's which resulted in a presentation to a joint meeting attended by officers from CBC & CBH, Councillor Oxford & Councillor Smith, and both tenant and leaseholder representatives. Ridge presented their recommendations to the meeting on the contractors who should be short listed to continue and complete the full tender documentation

- Following discussion 9 contractors were short listed and invited to complete the full tender documentation. The closing date for the return of tenders was 18 May 2010. Contractors were made aware that the tender was subject to a TUPE transfer of 10 staff and drew attention to their duties under this legislation.
- On the 18 May, 7 tenders were received and opened by the Legal Services Manager. During the tender period two contractors withdrew from participation in the process.
- Ridge & Partners carried out a full evaluation of the returned tenders and contractors delivery Method Statements. The scores from the evaluation exercise were based on 60% Price 40% Quality derived from the delivery Method Statements.
- Following the outcome of the evaluation, 3 contractors were invited to attend an interview on 8th June 2010. The contractors selected for interview were Morrison Plc, PH Jones Ltd and EPS Group Ltd. In accordance with the requirements of the OJEU process interviews were conducted as a verification of the submitted tenders and were not used to establish an additional score.

The interview panel consisted of the following representatives:

Ridge & Partners – David Tobin

CBC – Beverley Oxford (Councillor) John Rock.

Union representative – Jackie Martin

Tenant representative – Alan Blois (Board Member) John Newton (Board Member)

Leaseholder representative – Geoff Foster

CBH – Mark Wright (Director), Matt Armstrong (Asset Manager), Chris Morris (Operations Manager)

- 4.5 A copy of the report on Responses to Pre-Qualification Questionnaire (Appendix A) together with the Tender Report evaluation report (Appendix B) are available as Background Papers. Appendix B contains commercially sensitive information and although available for inspection does not form part of the report.
- 4.6 As part of the procurement process a robust tender specification was developed by CBC, CBH and Ridge & Partners to ensure the Council and its tenants receive best value on the evaluation criteria of price and quality. The documentation included a comprehensive performance framework which included Performance Indicator's and strong emphasis on quality, resident satisfaction, complaints procedures and environmental issues.
- 4.7 The Form of Contract recommended by Ridge & Partners to deliver the contract is the Joint Contracts Tribunal (JCT) Standard Form of Measured Term Contract 2006 Edition Revision 2 (2009) further amended as set out in the Tender Document. The successful contractors will be awarded a 4 year contract with an option to extend by agreement with the Council for a further period of 2 years, depending on their performance over the contract period.
- 4.8 As set out in the January 2009 Cabinet report, the current robust controls and monitoring arrangements will continue as a minimum standard. The formal monthly Operational Site Meeting (OSM) attended by both CBC and CBH have put in place arrangements to capture the performance monitoring of the Capital Improvements contracts which will include progress against the agreed programme, monitoring of expenditure against agreed budgets, analysis of performance against KPi's, the quality and standard of the

services provided to tenants by reviewing customer satisfaction reports and direct liaison with tenants. In addition, a progress report on the performance of the contractors and their progress will be presented to the Portfolio for Neighbourhoods on a monthly basis at each Portfolio Holder liaison meeting.

- 4.10 CBH's role as the Contract Administrator (CA) is key to the success of this contract. CBH will manage the contract on behalf of the Council which will include managing day to day issues/arrangements of the contract and act as the main point of contact for all parties through the nominated representative. The CA through the nominated representative will attend the monthly OSM to report on the contractor's performance. The role of CA is also clearly defined within the JCT form of contract.

## **5. Proposals**

- 5.1 To accept the recommendations of Ridge & Partners and team members by:
- 5.2 Awarding the contract to deliver the Gas Servicing and Associated Repairs contract to Morrison Plc.
- 5.3 To enter with the successful contractors into a 4 + 2 year JCT Standard Form of Measured Term Contract 2006 Edition incorporating Revision 2 (2009), further amended as set out in the Tender Document.

## **6. Strategic Plan References**

- 6.1 This decision is part of delivering against the Homes for All priority in the Council's Strategic Priorities 2009 – 12 by ensuring the decency and upkeep of the Council's housing stock. It is also a key action in the Housing Strategy adopted by Cabinet in 2008.

## **7. Consultation**

- 7.1 Tenants and Leaseholders have taken an active part within the overall procurement process in various ways which include, attending the presentation/consultation by Ridge & Partners on the outcome and recommendations of the PQQ's and taking part in the final interviews for selection.

## **8. Publicity Considerations**

- 8.1 Good communication with tenants is vital and the Council working closely with CBH will need to issue information to its tenants to advise them of new contract arrangements, how it will affect them with ongoing updates as the programme progresses. Again this information will follow once the contract is let and more detail discussions have taken place with the successful contractor.

## **9. Financial implications**

- 9.1 The financial implications are contained within the main body of the recommendation report with appendix A. This contains commercially sensitive information and should only be viewed as a representation of spend to enable contractors to be equally assessed against each other. However the anticipated first year annual spend based upon notional delivery requirements amounts to £513,158.18.

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

- 10.1 As part of the contractor's tender submissions, Equality and Diversity was a key element of the evaluation process. Contractors were both evaluated and questioned at interview stage with regard to how they will deliver services to tenants from BME origins, with disabilities and other support needs. Contractors are aware of the need to tailor the service they provide to meet individual needs of tenants. This is likely to include support, information in various languages.

## **11. Community Safety Implications**

- 11.1 There are none directly arising from this report.

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

- 12.1 Through the role of Contract Administrator CBH will be responsible for ensuring Health and Safety requirements are fully complied with.

## **13. Risk Management Implications**

- 13.1 By following an EU compliant tender process and by implementing the controls and recommendations as set out in this report, the Council is seeking to mitigate against any potential risks or challenges.

### **Background Papers**

Report on responses to pre-qualification questionnaire

Tender Evaluation, recommendation report for contractor appointment

30 June 2010

<b>Report of</b>	<b>Head of Environmental &amp; Protective Services</b>	<b>Author</b>	<b>Beverley Jones</b>
<b>Title</b>	<b>World Heritage Site Status</b>		<b>☎ 282593</b>
<b>Wards affected</b>	Not Applicable		

**This report concerns World Heritage Site Application made by Destination Colchester.**

**1. Decision(s) Required**

- 1.1 To confirm the approach outlined by Deputy Leader of Colchester Borough Council in the recent correspondence with Wendy Bailey, Chair of Destination Colchester that Colchester Borough Council supports the application for World Heritage status, but that funding would have to be found through public subscription

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

- 2.1 Colchester Borough Council has been approached by Destination Colchester to support the recent submission of an application for Colchester to be considered for World Heritage Site status and it is necessary to clarify the funding implications of this application.

**3. Alternative Options**

- 3.1 Financial support towards the application process could have been committed. The cost associated with progressing an application for World Heritage Site status through to final decision by the World Heritage Committee is estimated to be between £200-400k and given the financial circumstance of Local Government this would mean finding savings in other services

**4. Supporting Information**

- 4.1 The Department for Culture, Media and Sport (DCMS) website states that inscription as a UNESCO (United Nations Educational, Scientific and Cultural Organisation) World Heritage Site is an acknowledgement of the truly global significance of a location. All World Heritage Sites have to be of truly global importance, therefore the World Heritage List is inevitably very selective and many places of national, or even of international, significance will not make it on to the list.
- 4.2 Inscription also carries responsibilities for the protection, preservation and transmission to future generations of the site's Outstanding Universal Value. Preparing a nomination and managing sites for the long term are both costly. These commitments should not be underestimated and should be considered carefully before any application is made.



- 4.3 Each nominated site must meet at least one of the ten criteria which constitute UNESCO's assessment of Outstanding Universal Value. These are outlined in Appendix 1
- 4.4 The application process has many stages – the first of which is the application to DCMS to be considered for inclusion on the "Tentative List". The "Tentative List" will then be used as the basis for potential nomination to the UNESCO in 2011. The final decision will be made by the UNESCO World Heritage Site Committee in 2012.

## **5. Proposals**

- 5.1 Destination Colchester have taken the lead on this issue and co-ordinated the application for inclusion on the "Tentative List" which was submitted to the DCMS in June 2010.
- 5.2 The application could not progress without the support of the Local Authority and as such Cllr Martin Hunt, Deputy Leader for Colchester Borough Council confirmed support for the application.
- 5.3 The letter stated that on behalf of Colchester Borough Council, both as local planning authority and major land owner; he was pleased to confirm support for the current application for Colchester to be included on the UK Tentative List for inscription as a UNESCO World Heritage Site. As the capital of Roman Britain and the site of Britain's only Roman circus, it is an honour which Colchester fully deserves.
- 5.4 Due to the current financial pressures facing Local Government in general and in particular Colchester Borough Council, a further letter was sent confirming that no funding could be made available to support the application process.
- 5.5 The letter stated that should the application progress through to the second and subsequent stages, any financial costs which need to be incurred will not fall on Colchester Borough Council, and would be raised by public subscription through the good offices of Destination Colchester.

## **6. Standard References**

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

## **Background Papers**

Letter to Wendy Bailey, Chair Destination Colchester dated 7 June 2010 (confirming support)  
Letter to Wendy Bailey, Chair Destination Colchester dated 7 June 2010 (confirming financial position)

UNESCO World Heritage Site - [www.whc.unesco.org/](http://www.whc.unesco.org/)  
Department of Culture, Media & Sport (DCMS) - [www.culture.gov.uk/historic\\_environment/world\\_heritage/](http://www.culture.gov.uk/historic_environment/world_heritage/)

**UNESCO's criteria for the assessment of Outstanding Universal Value**

*(para 77 of the Operational Guidelines)*

- (i)** represent a masterpiece of human creative genius;
- (ii)** exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;
- (iii)** bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared;
- (iv)** be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;
- (v)** be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change;
- (vi)** be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance.
- (vii)** contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;
- (viii)** be outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features;
- (ix)** be outstanding examples representing significant ongoing ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;
- (x)** contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.

30 June 2010

<b>Report of</b>	<b>Monitoring Officer</b>	<b>Author</b>	<b>Andrew Weavers</b>
<b>Title</b>	<b>Revised Executive Arrangements</b>		
<b>Wards affected</b>	All wards		

**This report gives details of the process required to comply with the requirement for the Council adopt revised Executive arrangements.**

**1. Decision(s) Required**

- 1.1 That the Council be recommended to note the procedure and timetable for the review of executive arrangements under Part 3 of the Local Government and Public Involvement in Health Act 2007 and to authorise that the required public consultation be carried out as the initial stage of the procedure.
- 1.2 To delegate to the Leader of the Council in consultation with the Group Leaders on the outcome of the consultation and the decision required of Council.

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

- 2.1 The Council is obliged to comply with the requirements set out in part 3 of the Local Government and Public Involvement in Health Act 2007 otherwise the Secretary of State has the power to impose the new Leader and Executive model on the Council by default.

**3. Alternative Options**

- 3.1 Although options will be available to the Council at a later stage of this process, for now this report deals with a statutory procedure which the Council must follow.

**4. Background Information**

- 4.1 The Council's present executive arrangements were adopted under the Local Government Act 2000 and are based on a Leader and Cabinet form of executive. They came into effect in May 2001. Part 3 of the Local Government and Public Involvement in Health Act 2007 amends the 2000 Act and requires that local authorities adopt new types of executive arrangements in accordance with set timetables. In the case of district councils, the new arrangements must be adopted by 31 December 2010 and come into effect on 8 May 2011.
- 4.2 Under the 2007 Act, councils have the choice of adopting one of two types of executive:
  - a Leader and Executive, or
  - an elected Mayor and Executive
- 4.3 Both models place all executive powers in the hands of one individual, either an elected Mayor or a "strong" Leader. The features of each model and the powers of the Leader and elected Mayor are described below.

## **5. The Options for Executive Arrangements**

### **Leader and Executive model**

- 5.1 The Leader is elected by the Council at the Annual Meeting after the borough elections. He or she serves as Leader for the remainder of his or her term of office as a councillor, i.e. a maximum of four years. However, the Constitution may, if the Council wishes, provide for the removal of the Leader by a majority resolution of the Council. This is particularly relevant where there is change in political control of the council.
- 5.2 When initially appointed the Leader holds all of the Council's executive functions under his or her personal control, except for those reserved to the full Council under the Constitution (these include the setting of the budget and adoption of major policies and strategies). It will then be for him or her to choose whether to exercise some or all of these functions personally or to make arrangements for their discharge by the executive (i.e. the Cabinet), by a Cabinet member, or by officers. The extent of these delegation arrangements will need to be detailed in the Constitution, as they are now.
- 5.3 The Leader will choose which members to appoint to the executive, and how many, although it must be between two and nine members. One of them must be appointed as Deputy Leader who will ordinarily serve for the length of the Leader's term of office. The Leader will decide which portfolios to allocate to the Cabinet members and what, if any, executive powers they should exercise. Cabinet members may be appointed and dismissed at any time by the Leader during his or her term of office. If the Leader is unable to act or the position becomes vacant, the Deputy Leader will assume his/her responsibilities.
- 5.4 Budget proposals from the Leader (or Cabinet, depending on the delegation arrangements) may be overturned by a simple majority of the Council.

### **The elected Mayor model**

- 5.5 If this option is chosen, the Mayor will be elected by the local government electors for Colchester at the same time as the local elections on 5 May 2011. As with the Leader and Executive option the Mayor will:
- be elected for four years unless he or she resigns or becomes disqualified.  
[That person need not be a member of the Council but if a serving councillor is elected as Mayor his or her seat on the Council automatically becomes vacant]
  - initially hold all the authority's executive powers (except for those reserved to the Council by its Constitution);
  - appoint between two and nine members of the Council to the Executive and decide what, if any executive powers they will exercise. The Mayor may dismiss any executive member at any time and appoint a replacement
  - appoint one of those executive members as Deputy Mayor and that person will exercise the powers of the Mayor in his or her absence or if he or she no longer holds office
  - the Mayor's budget proposals can be overturned only by a two thirds majority of the Council

## **6. The Procedure for Changing Executive Arrangements**

6.1 The 2007 Act requires that the process for making changes to the executive arrangements is carried out in three distinct stages:

1. Before drawing up proposals for change, the authority must “take reasonable steps to consult the local government electors and other interested persons in the area”.
2. The authority must then draw up proposals, which should be a schedule of the proposed changes to the Constitution, the implementation timetable and any transitional arrangements. The reference to the “authority” drawing up the proposals indicates that this requires a second resolution of Council. Once the proposals have been drawn up, the authority must make them available to the public and advertise that they are available (although there is no provision for anyone to comment on them or for the authority to have regard to any such comments). The period for such publicity is also not prescribed.
3. The Act then requires that the authority (i.e. Council) must resolve to implement the proposals.

6.2 The first step, therefore, is to consult the residents of Colchester and find out which of the options they prefer. It is proposed to do this during August and September.

6.3 The results of the consultation will then be reported to the Cabinet, which will be asked to recommend to the Council the preferred option, taking into account the views expressed by the residents of Colchester.

6.4 The Council must then give notice of its intention to adopt its preferred option and publish the detailed arrangements for moving over to it, including the amendments required to the Constitution and the timetable for implementing the change. There is no requirement to seek the views of residents on the details of the proposals, merely a requirement to publish them. The Council must then formally resolve to adopt the new arrangements.

6.5 In drawing up the proposals, the Council must consider the extent to which the proposals, if implemented, would be likely to assist in securing continuous improvement in the way in which the local authority’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

6.6 It is not clear at this stage whether the Coalition Government intends to alter this requirement. However primary legislation will be required and in the meantime the statutory timetable imposed by the 2007 Act remains in force.

## **7. Proposed Timetable**

The timetable for the review and implementation of the new arrangements is as follow:

- 30 June 2010 - Report to Cabinet
- 14 July 2010 - Report to Council seeking approval to timetable
- August and September Consultation period

- Due to the tight timetable, Cabinet to agree that the decision on the outcome of the consultation and the decision required of Council be delegated to the Leader of the Council in consultation with Group Leaders.
- 13 October 2010 - Report to Council to decide which of the options it intends to adopt
- 11 November 2010 - Publication of notice of intention to adopt new arrangements and publication of detailed proposals
- 9 December 2010 - Resolution of the Council to give effect to the new executive arrangements and to adopt the required constitutional changes from the next Annual Meeting
- 10 December 2010 - Inform Secretary of State of change in executive arrangements
- 17 December 2010 - Publish notice of change in arrangements
- 8 May 2011 - New form of executive arrangements come into effect

## **8. Conclusion**

- 8.1 The Council must adopt one of the forms of executive described in this report, in the timescale mentioned. If it fails to adopt either, the Secretary of State has power to impose on it the Leader and Executive form.
- 8.2 The consultation on the options should present a balanced statement of the features of each and it would not be appropriate for the Council to come to a view on which it prefers until local people have had a chance to make their views known.
- 8.3 The process for changing executive arrangements and the timing of its elements are such that an additional meeting of the Council will need to be held in November to pass the necessary resolution to give notice of the Council's preferred option before it

## **9. Strategic Plan References**

- 9.1 The Council's governance arrangements forms parts of the Council's commitment to customer excellence which underpins the Council's Strategic Plan vision.

## **10. Financial Considerations**

- 10.1 None at this stage. However at later stages there will be costs associated with giving public notice of proposals and electoral costs associated with holding a referendum to elect a Mayor, if that option is chosen.

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

- 7.1 No particular implications

## **12. Publicity and Consultation Considerations**

- 12.1 The Council's proposals will be subject to public consultation.

**13. Community Safety Implications**

13.1 None

**14. Health and Safety Implications**

14.1 None

**15. Risk Management Implications**

15.1 If the Council fails to adopt new executive arrangements within the prescribed timescale, the government will impose changed arrangements, to the detriment of the Council's reputation

**EXTRACT FROM THE MINUTES OF THE MEETING OF THE  
POLICY REVIEW AND DEVELOPMENT PANEL  
HELD ON 14 JUNE 2010**

**Councillor Nigel Chapman (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 William Frame (in respect of being the Chairman of the Board of Colne Housing Society) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).**

**Councillor Michael Lilley (in respect of being the Labour Group's spokesperson on the 2012 Partnership) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).**

**Councillor Margaret Fisher (in respect of her membership of Essex County Council) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).**

**Councillor Michael Lilley (in respect of his role as a carer for his mother) declared a personal interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).**

**4. Work Programme 2010 / 11**

The Panel considered a report by the Head of Corporate Management explaining that by the end of the last Municipal Year the Policy Review and Development Panel had completed a number of very important tasks and received presentations on various interesting and stimulating subjects and presenting a preliminary work programme for the forthcoming year.

A number of Task and Finish Groups had previously been set up by the Panel and details of the progress made by each of the Groups was reported as follows:

**Waste Prevention and Recycling Options Appraisal**

The work was continuing, concentrating on two streams in particular:

- Strongly encourage participation – investigating methods to encourage further participation in recycling including looking at experience elsewhere from the use of incentives, enforcement;
- Food waste collection – to further explore the benefits of food waste collection and look at how potentially this could be trialed in the Borough.

The group had not yet met this year but a schedule was being arranged, bearing in mind the work that was happening around the Street Services Fundamental Service Review so that both processes could be aware of each other.

It was requested to schedule the Waste Task and Finish Group report for the November meeting of the Panel.



## **Historic Town Centre Improvements**

A series of quick wins had been completed which included:

- Works in St Peter's Churchyard, North Hill and a service where the Garrison adopted the church as its town centre location
- A contribution to renovation works on the Essex and Suffolk Fire Office colonnade.

The major parts of this work were the need to reduce unnecessary traffic in the town centre and making arrangements ahead of the closure of the bus station in 2012.

It was suggested that the Group should report to the Panel in September 2010 and January 2011.

## **20 mph Speed Limits**

A meeting with Councillor Hume and officers would take place on 20 July 2010 to discuss a number of transportation matters. It was hoped to include an item on 20mph speed limits to seek County Council acceptance to the approach in principle and a potential way forward with a joint engagement programme. This would be the first meeting post-general election following which there had been a number of significant funding announcements on transport and the time may have to be used to discuss the way forward on a number of projects.

The Task and Finish Group had not met since early February but continued to have a role, subject to further dialogue with Essex County Council.

## **Night Time Economy**

The work of this Group had drawn to a conclusion with the Peer Research and the best practice commissioned report being the only outstanding elements left to complete. The final report was likely to identify those key actions either short, medium or long term that would have the most impact on delivering a town centre which was safe and welcoming to all in the evening.

## **Mayoralty**

This Group reported to the Panel at the end of 2009 when Councillor Hunt's offer to Chair an informal Civic Sub Committee to discuss certain civic related matters was accepted.

Responsibility for civic related matters had been transferred to the portfolio responsibilities of Councillor Smith and arrangements would be put in place to invite Councillor Smith to continue the informal arrangement initiated by Councillor Hunt.

The Council's Draft Strategic Plan Action Plan for 2010 -11 had also been attached to the report for the Panel to bring to members' attention the scope of work upon which the Council would be concentrating its resources for the period April 2010 to March 2011. The Panel was invited to identify potential areas of work, for inclusion, subject to Cabinet approval, within the Work Programme for the year.

A number of potential areas of work were identified as follows:

- **Olympics 2012** with the involvement of the Chairman of the 2012 Partnership as well as other key partners from the University and Garrison;

- **Integrated County Economic Development Strategy / The State of Essex report** with contributions from representatives from Essex County Council;
- **Review of Accommodation for Older People** with contributions invited from Age Concern, Essex Social Services, Colchester Almshouses and Balcerne Gardens;
- **Energy Savings Trust** with a detailed breakdown of this Council's energy saving Initiatives;
- **Allotments Strategy** with an exploration of the opportunities to convert more land to use as allotments;
- **Cycle Paths and the Cycle Town Initiative**

The Panel felt that there was a need to raise the profile of the work of the Panel to ensure that its considerations might reach a much wider audience of Councillors, media and members of the public. Additionally, previous attempts to involve the participation of partner organisations and other stakeholders needed to be continued and explored further with a view to developing much greater interest in the work and increased value to the eventual outcomes.

A number of members were interested in additional initiatives for younger people, such as the Youth Bus, and the potential to draw in resources from a variety of stakeholders to widen the solutions available and able to be funded successfully. However, due to other issues taking more immediate priority, this was not considered entirely feasible for inclusion formally in the Panel's work programme at this stage.

At the last meeting of the Panel representations had been made by Parish Councillor John Gili-Ross on the consultation on the development of North Station as part of the Council's Supplementary Planning Document. It was considered that this subject was a matter for the Local Development Framework Committee and any additional involvement by this Panel would lead to unnecessary duplication of work.

*RESOLVED* that -

- (i) The progress made by the various Task and Finish Groups be noted and arrangements be made for update reports to be considered by the Panel as follows:
  - (a) Waste Prevention and Recycling Options Appraisal – 8 November 2010,
  - (b) Historic Town Centre Improvements – 20 September 2010 and 10 January 2011,
  - (c) 20 mph Speed Limits – 9 August 2010,
  - (d) Night Time Economy (final report) – 9 August 2010;
- (ii) That Parish Councillor Gili-Ross' request regarding the consultation on the development of North Station as part of the Council's Supplementary Planning Document be not accepted on the grounds that this was a matter for the Local Development Framework Committee and Parish Councillor Gili-Ross be informed accordingly.

*RECOMMENDED* to the Cabinet that agreement be given to the Panel to undertake detailed investigations and to formulate recommendations, on behalf of the Cabinet, in relation to the following subject areas, with possible dates for consideration as indicated:

- (i) Olympics 2012 – November 2010;
- (ii) Integrated County Economic Development Strategy / The State of Essex report – September 2010;

- (iii) Review of Accommodation for Older People;
- (iv) Energy Savings Trust;
- (v) Allotments Strategy;
- (vi) Cycle Paths and the Cycle Town Initiative.

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say speakers

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Council, 19 May 2010	Bob Russell, MP	BSF funding for secondary schools reorganisation	Verbal response provided by the Leader of the Council, written response sent by the Leader of the Council on 16 June 2010	16 June 2010
Council, 19 May 2010	Catherine Clouston	Development in North Colchester	Verbal response provided by the Leader of the Council, written response sent by the Leader of the Council on 16 June 2010	16 June 2010
Council, 19 May 2010	Paula Whitney	Carbon emissions	Verbal response provided by the Portfolio Holder for Planning and Sustainability, written response sent on behalf of Portfolio Holder on 8 June 2010	8 June 2010

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Council, 19 May 2010	Andy Hamilton	Provision of storage facility for mobility scooters, Visual Arts Facility	Verbal responses provided by Portfolio Holders for Communities and Resources and Diversity and the Chief Executive; written response sent on behalf of Portfolio Holders on 8 June 2010	8 June 2010
Cabinet, 26 May 2010	Paula Whitney	Waste issues	Verbal response provided by the Portfolio Holder for Street and Waste Services and written response sent on 8 June 2010.	8 June 2010

**(ii) Petitions**

<b>Date petition received</b>	<b>Lead Petitioner</b>	<b>Subject matter</b>	<b>Form of response</b>	<b>Date completed</b>
7 June 2010	Catherine Clouston	Withdrawal of North Colchester Growth Area SPD and preparation of Area Action Plan DPD	Response will be reported to future meeting	-

