

# **Strategic Overview & Scrutiny Panel**

Grand Jury Room, Town Hall  
6 January 2009 at 6:00pm

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

## Information for Members of the Public

### Access to information and meetings

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

### Have Your Say!

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

### Private Sessions

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

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

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

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### Facilities

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# Terms of Reference

## Strategic Overview and Scrutiny Panel

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

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

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

**COLCHESTER BOROUGH COUNCIL**  
**STRATEGIC OVERVIEW & SCRUTINY PANEL**  
**6 January 2009 at 6:00pm**

**Members**

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

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

**Agenda - Part A**

(open to the public including the media)

**Pages**

**1. Welcome and Announcements**

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

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

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

**2. Substitutions**

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

**3. Urgent Items**

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

**4. Declarations of Interest**

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

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

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

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

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

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

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

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

## **5. Minutes**

The minutes of the meeting on 16 December 2008 will be confirmed at the next meeting.

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

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

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

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

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

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

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

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

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

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

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

- |  |                |
|--|----------------|
| <b>10. Work Programme 2008-09</b>  | <b>1 - 2</b>   |
| See report from the Scrutiny Officer   |                |
| <b>11. The Strategic Plan 2009-2012</b>  | <b>3 - 8</b>   |
| See report from the Interim Head of Corporate Management                                 |                |
| <b>12. National Indicators - Interim Review</b>  | <b>9 - 15</b>  |
| See report from the Interim Head of Corporate Management                                 |                |
| <b>13. Review of the work of the Portfolio Holder for Resources and Business</b>         | <b>16 - 17</b> |
| See report from the Scrutiny Officer   |                |
| <b>14. Review of the work of the Portfolio Holder for Culture, Tourism and Diversity</b> | <b>18 - 19</b> |
| See report from the Scrutiny Officer   |                |
| <b>15. Exclusion of the public</b>   |                |

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







# Strategic Overview and Scrutiny Panel

Item  
**10**

6 January 2009

Report of	Scrutiny Officer	Author	Robert Judd Tel. 282274
Title	Work Programme 2008-09		
Wards affected	Not applicable		

**This report sets out the rolling 2008/09 Work Programme for the Strategic Overview and Scrutiny Panel**

## 1. Action Required

1.1 The Panel is asked to consider and note the rolling 2008-09 Work Programme.

## 2. Reason for Action

2.1 This function forms part of the Panel's Terms of Reference in the Constitution therefore there are no alternative options.

## 3. The role of the Strategic Overview and Scrutiny Panel

3.1 Overview and scrutiny needs to be member-led with member engagement that will include undertaking research when considering issues prior to panel meetings and preparing questions for witnesses being called. Likewise, senior officers will play their full part in supporting the scrutiny function in a positive and participative manner. By doing this a culture of positive and meaningful challenge can be created.

## 4. Standard References

4.1 There are no policy plan references or financial, human rights, community safety or health and safety implications in this matter.

4.2 The work of the Strategic Overview and Scrutiny Panel is a key function to ensure items within the programme are subject to full appraisal and in line with the aims of the strategic plan, and helps to check that risks are identified and challenged.

## Strategic Overview and Scrutiny Panel

### **WORK PROGRAMME 2008/09** (last updated 15 December 2008)

#### **Future scrutiny – amendments to programme**

'Going for Growth' (growth v infrastructure) (Executive Director Place Shaping/Head of Strategic Policy and Regeneration) originally scheduled for 4 November – this work is not complete, and will, on advice, be scheduled for a future meeting.

Follow up review of partnership arrangements with Firstsite tbc (following November meeting)

Review of Colchester2020 partnership arrangements – to be rescheduled for early 2009.

#### **10 June 2008**

1. Review of Neighbourhood Action Panels (Head of Enterprise and Communities)

#### **15 July 2008** (reconvened from 10 June 2008)

1. Strategic Plan 2006-09, 2007/08 Action Plan (Head of Corporate Services).

#### **26 August 2008** (rescheduled to 8 September 2008)

1. Review of the Budget Strategy and Timetable (Head of Financial Services)

#### **23 September 2008**

1. The New Bradwell Nuclear Power Station – The Mersea Centre (MICA), West Mersea

#### **4 November 2008**

1. Roman Heritage (Head of Strategic Policy and Regeneration / Col. & Ipswich Museum Man.)
2. A review of the Council's partnership arrangements with Firstsite
3. Consultation paper on Strategic Siting Process for New Nuclear Power Stations

#### **16 December 2008**

1. Carbon Reduction Management – Programme review (Head of Street Services)
2. Life Opportunities (Head of Life Opportunities)
3. Performance related pay for Cabinet Members (Head of Corporate Services)

#### **6 January 2009**

1. Review of the work of the Portfolio Holder for Resources and Business
2. Review of the work of the Portfolio Holder for Culture, Tourism and Diversity
3. The Strategic Plan 2009-2012

#### **10 February 2009**

1. Review of the work of the Portfolio Holder for Street and Waste Services
2. Review of the work of the Leader of Council, Portfolio Holder for Strategy
3. Annual Scrutiny Report (Scrutiny Officer)

#### **17 March 2009**

1. Review of the work of the Portfolio Holder for Communications and Customers
2. Review of the work of the Portfolio Holder for Performance and Partnerships

#### **7 April 2009**

1. Review of the work of the Portfolio Holder for Neighbourhoods
2. Review of the work of the Portfolio Holder for Regeneration and Planning

#### **Call ins**

10-June-08 The strategic decision, Consultation response on the Draft Joint Municipal Waste Management Strategy for Essex 2007 to 2032



# Strategic Overview and Scrutiny Panel

Item  
**11**

6 January 2009

<b>Report of</b>	<b>Interim Head of Corporate Management</b>	<b>Author</b>	<b>John Gilbert</b> ☎ 282726
<b>Title</b>	<b>Strategic Plan 2009-2012</b>		
<b>Wards affected</b>	All		

**The Panel is invited to review the draft Strategic Plan 2009-12 and make any recommendations to Cabinet**

## 1 Action required

- 1.1. To consider and comment upon the proposed revised Strategic Plan 2009-2012, prior to its consideration by the Cabinet on 28 January and adoption by the full Council on 18 February 2009.

## 2 Reason for scrutiny

- 2.1. The Strategic Plan is one of the core statutory elements of the Council's Policy Framework, as set out in Article 4 of the Council's Constitution. It must therefore be adopted by the full Council.
- 2.2. The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme. Both the Plan and the Budget will be debated at the same full Council meeting in February 2009.
- 2.3. The last Strategic Plan was published in February 2006 and runs to 2009. It now needs to be refreshed in the light of changing circumstances and expectations.

## 3 Background information

- 3.1. The current Strategic Plan expires at the end of this financial year and a new plan is required.
- 3.2. The new Strategic Plan is shorter and focused on fewer key areas. The aim is to make it more accessible for all our residents. In addition, the economic environment is highly changeable and the Strategic Plan needs to be flexible. The Strategic Plan sets out the framework of Vision, Objectives and Priority Areas for Action for the Council over the next 4 years in serving the communities in Colchester. Action plans will be developed within this framework.
- 3.3. The Strategic Plan is focused on providing direction and vision for the aspiration for Colchester as a place for its people, the objectives for the Council guiding how it will interact with residents and manage its own affairs and the main priority areas for action to realise the vision.

- 3.4. The planning process has included a review to indicate how the strategic priorities link with existing commitments, national performance indicators and partnership plans. There are many other documents, for example, the Local Area Agreement and National Indicators (which have replaced Best Value Performance Indicators) that detail these commitments. The strategic plan action plan will set out the specific actions to be taken each year to deliver the strategic plan.
- 3.5. The Strategic Plan sets the ambitious agenda for Colchester and its people; refreshes the guiding principles and is flexible to meet changing needs; it sets the delivery agenda to address the issues that the people of the borough have said are critical.

#### **4 Approach**

- 4.1. The approach to the development of the Strategic Plan has been a member led process responding to the expressed preferences of the people of Colchester, supported by officers in the provision of information and advice.
- 4.2. A significant amount of information already exists on the needs and preferences of the residents of the borough through previous research. Rather than duplicate this research, Ipsos MORI was commissioned to review the existing information and prepare a report drawing out the key messages. These were used to inform the selection and description of the priority areas for action.
- 4.3. A series of consultations have been undertaken – see Consultation below – to seek input from specific “hard to reach/ seldom heard” groups, give opportunities to managers and staff across the Council and also to all residents via a number of access channels to input to the review of the priorities. The design of the surveys used has not only supported the development of the Strategic Plan, but has also built on our existing information sets about specific wards and areas of need. They have supported the Budget development process.
- 4.4. The initial results of the consultation will be available in early January and will be used to check the content of the Strategic Plan and inform the actions under each priority.
- 4.5. Short statements of intent have been developed to expand on the priority areas for action. The action plans will include actions and outcomes and demonstrate links to Local Area Agreement targets, National Indicators and existing strategies.
- 4.6. The action plan is being developed to allow performance to be monitored.

#### **5 Strategic Plan references**

- 5.1. The new Strategic Plan will replace the existing plan that expires on 31 March 2009.
- 5.2. The Strategic Plan has three levels of statements:

An overarching vision for the borough:

**Colchester: A place where people really want to live.**

Three objectives:

**We will:**

- **listen and respond**
- **shift resources to deliver priorities**
- **be cleaner and greener**

**In order to improve the quality of life.**

And nine priority areas for action:

- **Addressing older people’s needs**
- **Addressing younger people’s needs**
- **Community development**
- **Community safety**
- **Congestion busting**
- **Enabling job creation**
- **Homes for all**
- **Healthy living**
- **Reduce, re-use, recycle.**

## **6 Consultation**

- 6.1. We reviewed our approach to consultation to ensure value for money, avoid duplication of existing work, develop innovative approaches to consultation, include direct consultation with groups that are harder to reach by traditional methods and offer a variety of channels for people to contribute to the consultation process.
- 6.2. IPSOS MORI was commissioned to produce an independent summary of our existing consultation and research work, and a comparison with national trends. This used data from the statutory general satisfaction survey in 2006, specific community strength analyses that had been undertaken by the Council and some benchmark comparisons with national data sets. This gave specific insights into where our residents’ views reflected national trends and where they were relatively more or less concerned about issues than the national trends.
- 6.3. The “whole population” survey data review was then followed by qualitative face-to-face research with new communities, young people and minority ethnic groups to identify where there were potential differences of emphasis within the priorities.
- 6.4. Other new initiatives for the consultation stage of this Strategic Plan included a freepost survey in the Winter Courier, and an online survey asking people to say which of the nine priorities they felt was most important.

## **7 Publicity considerations**

- 7.1. The development of the strategic plan and the consultation has already received useful and positive publicity. The Courier and on-line general surveys were covered in the local media as “residents get to have their say on authority’s proposals (and) to identify their personal priorities and tell the council where they want the budget to be spent.”
- 7.2. In terms of communicating the plan once agreed, we intend to make best use of online methods of distribution such as e-mail or web versions of the finalised Plan, as well as more traditional methods. Anyone who completed the online survey was given the option to sign up for an e-copy of the finalised Plan, which also helps us to meet the Plan’s objective to ‘listen and respond’.

## **8 Financial implications**

- 8.1. The financial implications of the action plans to deliver the priority areas for action within the plan are incorporated in the annual budgeting cycle and documents.

## **9 Equality, Diversity and Human Rights implications**

- 9.1. As part of our commitment to promoting equality and diversity, Equality Impact Assessments will be undertaken for the Plan itself, and as part of the process of developing the specific action plans to deliver the outcomes intended under the Plan.
- 9.2. The communication strategy for the Plan document will comply with the existing Council policies for access and availability in different formats appropriate to individual's needs.
- 9.3. The consultation directly targeted hard to reach groups.

## **10 Community Safety implications**

- 10.1. The Strategic Plan positively promotes Community Safety as it is identified as a priority area for action within the Strategic Plan.

## **11 Health and Safety implications**

- 11.1. There are no Health and Safety implications of the Strategic Plan itself.

## **12 Risk Management implications**

- 12.1. Individual action plans supporting the priority areas for action will be formally risk assessed and a risk management action plan prepared.
- 12.2. The absence of a Strategic Plan would create a significant risk of the Council failing to deliver on its core priorities.

### **Reference documents:**

- Draft Strategic Plan 2009-12 (attached)

### **Background Papers**

- Ipsos MORI Report on Public Priorities for Colchester
- c-consultation section of 'knowing your community' on [www.colchester.gov.uk](http://www.colchester.gov.uk)
- Strategic Plan 2006-09 – adopted February 2006.



# OUR VISION

## Colchester

*'a place where people really want to live'*

### We will:

- listen and respond
- shift resources to deliver priorities
- be cleaner and greener

### In order to improve the quality of life

#### Our priorities for action:

- Addressing older people's needs
- Addressing younger people's needs
- Community development
- Community safety
- Congestion busting
- Enabling job creation
- Healthy living
- Homes for all
- Reduce, reuse, recycle



Colchester



# Colchester

*'a place where people really want to live'*

## **Addressing older people's needs**

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

## **Addressing younger people's needs**

We will work with our partners to ensure all of our young people have the opportunities they need to join with their communities and aspire to all they are capable of achieving

## **Community development**

We will make sure all our residents have the opportunities they need. We will do this by encouraging people to volunteer to support the facilities which we will develop in communities so that residents can be proud of the places where they live.

## **Community safety**

We will work with our partners to make Colchester a safer place to live by tackling crime and anti social behaviour and reducing the fear of crime.

## **Congestion busting**

We will seek to change travel behaviour and improve accessibility, seek improvements for walking, cycling and public transport, and work in partnership to improve transport infrastructure.

## **Enabling job creation**

We will support a range of sustainable employment choices that match the aspirations of our residents.

## **Healthy living**

We will improve the health of the public we serve across the Borough by encouraging healthier ways of living.

## **Homes for all**

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

## **Reduce, reuse, recycle**

We will make better use of money and resources by greatly reducing the amount of waste going to landfill, while increasing the amount of recycled materials collected through weekly kerbside separation.

If you need help with reading or understanding this document, please take it to our Customer Service Centre, Angel Court, High Street, Colchester, or call 282240.

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For more information and our action plan please visit [www.colchester.gov.uk/strategicplan](http://www.colchester.gov.uk/strategicplan) or e-mail [strategicplan@colchester.gov.uk](mailto:strategicplan@colchester.gov.uk)





# Strategic Overview and Scrutiny Panel

Item  
**12**

6 January 2009

<b>Report of</b>	<b>Interim Head of Corporate Management</b>	<b>Author</b>	<b>John Gilbert</b> ☎ 282726
<b>Title</b>	<b>National Indicators – interim review</b>		
<b>Wards affected</b>	All		

**The Panel is invited to review the progress against the new National Indicators and comment on any issues raised**

## 1 Action required

- 1.1. To consider and comment upon the interim review of the new National Indicators introduced on 1 April 2008.

## 2 Reason for scrutiny

- 2.1. Our performance framework and data quality arrangements require us to have a robust scrutiny process in place to ensure the validity of the performance measures being reported to central government and to ensure that performance management decisions taken by the Council are based on sound interpretation of data and any required actions.
- 2.2. As the performance measures used by central government have changed, it is appropriate that SOSP consider the new performance measures with an interim review before the formal review of the performance for the first full year.

## 3 Background information

- 3.1. The regime of Best Value Performance Indicators was well established, having been in place since 1999. These indicators were replaced by a standard set of National Indicators as a result of a wide-spread consultation exercise with the expressed intention of reducing the reporting burden on local government.
- 3.2. A number of specific National Indicators are the responsibility of District Councils. Some of them are the responsibility of County Councils with input from District Councils in their area. Some of the National Indicators are included in the Local Area Agreement and we have a clear role in their delivery and reporting.
- 3.3. Our performance against these National Indicators will influence the outcome of our Use of Resources, Direction of Travel and Comprehensive Area Assessment results. The indicators are also checked by our Internal and External Auditors at the year end to ensure accuracy and completeness.
- 3.4. The Comprehensive Area Assessment (CAA) replaces the Comprehensive Performance Assessment (CPA) as the means for assessing delivery of services to residents of an area. CAA looks at how well local services are working together to improve the quality of life for local people. It combines the perspectives of a range of partnership inspectorates to provide a joint assessment of outcomes for people in an area and a forward look at prospects for sustainable improvement.

- 3.5. The Local Area Agreement is an agreement between public, private, voluntary and community sector partners across Essex to achieve priorities that are regarded as being key to Essex having the best quality of life in Britain.
- 3.6. The report sets out the performance to date against the National Indicators that the Council has responsibility for and indicates those that are also contained in the Local Area Agreement. It also includes a number of the old BVPIs that have been retained as they cover issues that the Council feels it is important to continue monitoring.
- 3.7. In addition to the indicators included here each service has a performance management process that allows for more detailed performance management.
- 3.8. In light of the very significant changes to performance management a new performance framework will be produced, once the details of how Comprehensive Area Assessment have been defined by the Audit Commission.
- 3.9. Future reporting will include a traffic light system, however, given the early stage of development for National Indicators, it is not yet appropriate.

#### **4 Approach**

- 4.1. The performance year 2008/09 is a transitional year. The National Indicators each have their own definition and criteria, and several of them involve setting up new collection systems and some software updates to existing systems.
- 4.2. We have built on the successful framework used for the Best Value Performance Indicators as this has proved to be effective. This includes having a named owner for each measure who is responsible for delivering the service outcome required, along with a named officer who is responsible for the collation and regular reporting of the measure itself.
- 4.3. As part of the National Indicator framework, there are currently no national, centrally set targets against the measures for this first year of operation, in contrast to the Best Value Performance Indicators. These will emerge during 2009/10, the second year of operation, either formally through central goal setting or informally, through peer group pressure.
- 4.4. Some services have set targets for the performance against the National Indicators, where this is possible. All National Indicators are monitored via a dashboard, the relevant extracts of which are attached, together with explanatory notes for each of the Indicators.
- 4.5. This approach is in line with the Council's data quality strategy.

#### **5 Strategic Plan references**

- 5.1. The emerging Strategic Plan 2009-12, being considered at this meeting, lists a series of priority areas for action that will have explicit alignment to the National Indicators.

#### **6 Publicity considerations**

- 6.1. The National Indicators are a statutory requirement and our performance against them needs to be published on an annual basis, by us and by the Audit Commission.
- 6.2. In addition, those indicators which are specifically referenced in the Local Area Agreement are collated by the County Council and shared with partners.

#### **7 Financial implications**

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

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

8.1. 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.

## **9 Community Safety, Health and Safety**

9.1. There are no specific considerations in compiling the Indicators.

## **10 Risk Management implications**

10.1. We need to deliver against the National Indicators as they are a key part of our performance assessment and as a reflection of how we deliver to our residents.

## **Background Papers**

National Indicators and Performance information section of the Hub for cover sheets and explanatory notes

No.	Organisational Metric	Reporting frequency	Target 2008/09	April - Sept 2008 results	Comment - as at December 2008
<b>National Indicators</b>					
NI 12	Refused and deferred HMO licence applications (starts 2009/10)	n/a	n/a	n/a	NI does not start until 2009/10.
NI 14	Avoidable contact: minimising proportion of customer contacts that is of low or no value to the customer	annually	no target as per guidance	n/a	Measuring to start Nov 08 - 3 areas identified for first stage of measuring resource, street and general enquiries (telephony channel only).
NI 154	Net additional homes provided	annually	955	1060	Latest 2008/09 trajectory forecast - no figure available until results from the ECC/CBC development survey are produced next summer.
NI 155	Number of affordable homes delivered (gross)	annually	119	60	This figure has been projected and not compiled through an auditable process.
NI 156	Number of households in temporary accommodation	quarterly	206	224	The return reflects the position at 30 Sept 08. Some improvement is still needed to meet the year end target, but we are confident that this can be achieved.
NI 157	Processing of planning applications v targets for 'major', 'minor' and 'other' application types	quarterly	60%/ 65%/ 80%	61%/ 83%/ 93%	Half-year results all above target.
NI 158	% non-decent council homes	quarterly	21%	22%	CBH is providing an interim repairs and maintenance service, which is likely to run until Dec 09. During this period the Decent Homes programme has been put on hold until procurement for the longer term service has been carried out. The mid-year result reflects the position that no work is being carried out.
NI 159	Supply of ready to develop housing sites	annually	4538-5 yrs supply	4150	6,222 total for 2009/10 to 2013/14 in latest trajectory. 5 year annual requirement is 5 x 830 = 4150.
NI 160	Local Authority tenants' satisfaction with landlord services	every other year	82%	n/a	2008-9 survey underway - results due January 09.
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	annually	tbc	105.4 Ha	A list of identified sites totals to this amount at end of September 2008.
NI 179	Total net value of ongoing cash releasing VFM gains that have impacted since 1 April 2008	Quarterly	£800K	£868K	We expect to exceed our original forecast for efficiency savings

No.	Organisational Metric	Reporting frequency	Target 2008/09	April - Sept 2008 results	Comment - as at December 2008
NI 180	Changes in circumstances affecting housing benefit/council tax benefit entitlement	monthly	1635	n/a	Software update on track to make information available from end of December and will be advised to SOSP separately
NI 181	Time taken to process housing benefit/council tax benefit new claims/change events	monthly	16 days	n/a	Software update on track to make information available from end of December and will be advised to SOSP separately
NI 182	Satisfaction of businesses with LA regulation services	annually	tbc	82.1%	No target set - widely felt that 75% is good result. Also need to expand source of data to other services.
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	annually	tbc	80.3%	No target to be set until 2010 - widely felt that 75% is good result.
NI 185	CO <sub>2</sub> reduction from local authority operations	annually +updates	year-on-year decrease	n/a	Data not available at present time - project plans should enable us to meet target.
NI 186	CO <sub>2</sub> reductions per head in CBC's area	annually	n/a	n/a	The calculations of CO <sub>2</sub> per capita are done by DECC (was Defra) and published annually.
NI 187	Fuel poverty – % of people receiving income based benefits living in homes with low energy efficiency rating	tbc	delayed	n/a	Surveys are being sent out to residents from 28 November 08. Results are expected February 2009.
NI 188	Planning to adapt to climate change	annually	level 1	n/a	On target to achieve level 1 and have an action plan to do this.
NI 191	Residual household waste per household	annually	710kg	147.9kg per head	April to June result: July to Sept figures not complete. Profiling would show this period to be higher than annual outturn.
NI 192	Household waste reused, recycled and composted	annually	34.0%	39.3%	April to June result: July to Sept figures not complete. Profiling would show this period to be higher than annual outturn.
NI 194	Level of air quality – % reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through CBC's estate and operations	annually +updates	year on year decrease	n/a	Data not available at present time - project work underway.
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	annually	partner targets not agreed	litter 4% detritus 12% graffiti 6% flyposting 0%	April to June result: July to Sept figures not accessible via .gov online reporting yet.

No.	Organisational Metric	Reporting frequency	Target 2008/09	April - Sept 2008 results	Comment - as at December 2008
NI 196	Improved street and environmental cleanliness-flytipping	annually	no benchmark	166 reports	NI 196 'score' is determined by assessing the progress made by each authority by comparing its present level of fly-tipping and enforcement activity with that of the previous year. results not in until Apr 09.
<b>LOCAL INDICATORS - ex-BVPIs which have been carried forward as CBC local indicators</b>					
ex-2a	Equality Standard level	annually	to achieve level 3	level 2	Objective is to achieve level 3 by end March 2009. Action plan in place and agreed with IDEa.
ex-8	Invoices paid on time	quarterly	98.6%	98.1%	Performance in line with target - requires continued focus through Christmas and year end
ex-9	Council Tax collected	annually (+ updates)	98.5%	63.4%	Cumulative target - on track year to date; risk re impact of economic downturn
ex-10	Business rates collected	annually (+updates)	99.5%	62.2%	Cumulative target - on track year to September; beginning to see impact of economic downturn
ex-79a	Benefit claims processed correctly	quarterly	99.0%	98.4%	On target
ex-79bi	% of benefit overpayment recovered in current year	annually (+updates)	75.0%	59.1%	On target
ex-106	New homes on brownfield sites	6-monthly	60%	n/a	No data currently available
ex-204	How many planning appeals are allowed against our decision to refuse	quarterly	>35%	n/a	No data currently available
ex-218a	Reports of abandoned vehicles investigated in 24 hours	annually	100%	47.8%	On target
ex-218b	% abandoned vehicles legally removed within 24 hours	annually	50%	n/a	May well have been 100% but issues with evidence. New contractor with paper trail now in place - target of evidenced 100% achievable from now on.
ex-212	Average time to relet council houses	quarterly	28 days	40 days	The number of days has increased due to a period of change. Since the contract with Inspace came to an end, CBH is providing the interim service. We have every confidence that the performance will improve once the service has bedded in.

No.	Organisational Metric	Reporting frequency	Target 2008/09	April - Sept 2008 results	Comment - as at December 2008
ex-213	Homelessness cases prevented as % per 1,000 households	quarterly	4%	2.0%	Performance has gone up in the last quarter 2 from quarter 1, and the number of cases for mid-year is 165. This is on track to meet the target.
<b>LIFE CHANCES</b> - we lead on the 4 listed below, but nb 11 reported as LAA local 2.2 and 12 as NI 156					
10	Reduce the gap between the borough average and the worst affected areas for private sector houses falling below the decent homes standard by x%	tbc	tbc after receipt of condition survey	n/a	Pending portfolio holder's decision we will commission and conduct a feasibility study of New Town (between January - April 2009 ) to identify the specific properties to target.
11	Increase the amount of affordable housing available in the borough by 241 homes (2.64% increase)	annually via LSP	via LSP	n/a	See NI 155 above - annual indicator so no half-year result to report.
12	Reduce the number of households living in homelessness temporary accommodation by 50%	quarterly	206 (see NI 156)	224	See NI 156 above - we are on track for 2010 target of 170 households living in temporary accommodation.
13	Reduce the number of CBH tenants who are evicted due to rent arrears by 25% by providing proactive assistance to combat debt	quarterly	15 evictions	13	Eviction is the last resort after trying to achieve resolution, but some are inevitable. With 13 evictions at mid-year it is unlikely the target will be achieved.

**AUDIT COMMISSION ASSESSMENTS**

CPA	Annually		N/A		This is the last year before the Comprehensive Area Assessment audit commences
Direction of Travel	Annually		N/A		
Use of Resources	Annually	3		3	

NB Place Survey not included on dashboard as every two years; NI 179 is on resources quadrant; ex-BVPIs for staff are on people quadrant.

NB National Indicators where we have the lead or the significant input are shaded



# Strategic Overview and Scrutiny Panel

Item

**13**

6 January 2009

Report of

Scrutiny Officer

Author **Robert Judd**  
Tel. 282274

Title

**Review of the work of the Portfolio Holder for Resources and Business**

Wards affected

Not applicable

**This report sets out the responsibilities of the Portfolio Holder for Resources and Business.**

## 1. Action Required

1.1 The Panel is asked to review the work of the Portfolio Holder for Resources and Business.

## 2. Responsibilities of the Portfolio Holder for Resources and Business

2.1 The responsibilities are as follows;

- (i) To monitor the operation of Council Tax, Business Rates and the Housing and Council Tax Benefit Schemes.
- (ii) To produce and implement the Council's financial strategy, budget and resource allocation.
- (iii) To monitor the management of repairs and maintenance and planned maintenance programmes for Council buildings (excluding property managed by Colchester Borough Homes).
- (iv) To review sales, purchases and overall management of the Council's property portfolio.
- (v) To monitor the development of the Asset Management Plan.
- (vi) To monitor progress of obtaining disability access within Council buildings.
- (vii) To monitor the maintenance of the Council's asbestos register.
- (viii) To oversee the implementation and monitoring of the Council's policies and services in respect of car parking.
- (ix) Member development
- (x) To encourage a buoyant and diverse local economy, which encourages full employment and works towards the creation of more high-value local jobs.
- (xi) To champion the Borough of Colchester as a centre of business excellence, and to help local companies grow and flourish.



- (xii) To help sustain a thriving town centre which satisfies the needs of all sectors of the community.
- (xiii) To encourage lifelong learning and skills development for the whole community to maximise job opportunities.
- (xiv) To oversee the implementation and monitoring of the Borough Council's services relating to markets.

### **3. Standard References**

- 3.1 There are no policy plan references or financial, human rights, community safety or health and safety implications in this matter.
- 3.2 Scrutiny is a key function to ensuring the work of the Portfolio Holder is subject to full appraisal and in line with the aims of the strategic plan.



# Strategic Overview and Scrutiny Panel

Item

**14**

6 January 2009

Report of

Scrutiny Officer

Author **Robert Judd**  
Tel. 282274

Title

**Review of the work of the Portfolio Holder for Culture, Tourism and Diversity**

Wards affected

Not applicable

**This report sets out the responsibilities of the Portfolio Holder for Culture, Tourism and Diversity Business.**

## 1. Action Required

- 1.1 The Panel is asked to review the work of the Portfolio Holder for Culture, Tourism and Diversity.

## 2. Responsibilities of the Portfolio Holder for Culture, Tourism and Diversity

- 2.1 The responsibilities are as follows;

- (i) To oversee the implementation and monitoring of the Council's policies and services relating to heritage, culture, sport, recreation and leisure, including;
- The Council's involvement in organisations such as the Mercury Theatre and Colchester Arts Centre
  - The Council's art collection and artefacts
  - Events of cultural and artistic merit
  - Member of the Colchester and Ipswich Joint Museums Committee
  - Archaeological sites and monuments
  - Sports and Leisure facilities, parks and gardens, allotments, playing fields, beach facilities, amenity areas and country parks
  - Development, promotion and encouragement in the use of sporting and recreational facilities and events
  - Colchester Leisure World
- (ii) To promote Colchester as a key destination for visitors.
- The Visitor Information Centre and the promotion of tourism in the Borough
  - Developing tourism through work with other tourism agencies
- (iii) To monitor the implementation of the Council's Diversity Policy.

## 3. Scrutiny of Colchester's Roman Heritage

- 3.1 The Strategic Overview and Scrutiny Panel partly reviewed the work of the Portfolio Holder for Culture, Tourism and Diversity, in respect of the Colchester's Roman Heritage on 4 November 2008, this, following a request by the panel on 15 July 2008.
- 3.2 The outcome of this part review was that the panel;

- i) Noted the report on the Review of the work of the Portfolio Holder for Culture, Tourism and Diversity in respect of Colchester's Roman Heritage.
- ii) Proposed to the Cabinet a request to have the Heritage Fund Reserve reinstated into the 2009-10 Budget.
- iii) Requested an update report on Colchester's Roman Heritage in 2009-10.
- iv) Asked the Portfolio Holder for Culture, Tourism and Diversity consider innovative ways of marketing Colchester's Roman Heritage, e.g. sponsored signage / visual displays to show where the RH locations are, a location for cinematic and television filming.

#### **4. Standard References**

- 4.1 There are no policy plan references or financial, human rights, community safety or health and safety implications in this matter.
- 4.2 Scrutiny is a key function to ensuring the work of the Portfolio Holder is subject to full appraisal and in line with the aims of the strategic plan.