

Strategic Overview and Scrutiny Panel

**Grand Jury Room, Town Hall
3 November 2009 at 6.00pm**

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

Information for Members of the Public

Access to information and meetings

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Have Your Say!

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

Private Sessions

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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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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, the East Essex Area Waste Management Joint Committee, the Colchester and Ipswich Joint Museums 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.
- To monitor the Council's operational performance in relation to the Strategic Plan, Local Area Agreement targets and National Indicators.
- To scrutinise the Cabinet's performance in relation to the Forward Plan and 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.
- The panel will be the appropriate route for any member to refer a 'local government matter' in the context of Councillor Call for Action.

Process for Councillor Call for Action

- Councillors have the ability to call for debate and discussion a topic of neighbourhood concern, limited to issues affecting a single ward, in an attempt to bring about specific solutions for local problems. This enables members to get things done without going through the Council's executive decision making process.
- Members may bring an action on any issue they choose, with exceptions, for example, if the issue is vexatious or deals with an individual complaint. Local Government matters specifically excluded from the regime are namely matters relating to a planning decision, a licensing decision or where a right of recourse to a review or right of appeal is already provided for in law.
- Poor service performance or increased anti-social behaviour are examples of where a member will bring an action to the panel's attention.
- The scrutiny panel may reject a request as not within the guidance, or the usual channels have not been exhausted, or accept that an investigation is the appropriate action.
- The panel may conduct an investigation in the usual scrutiny manner, seeking information from the Council and/or partners and inviting them to attend meetings.
- A report with recommendations will be compiled and brought to the Council and/or partners attention, with the Council and/or partners having a duty to respond.
- The panel will consider and publish the responses to their recommendations and feed back this information to the Councillor calling for the action.

COLCHESTER BOROUGH COUNCIL
STRATEGIC OVERVIEW AND SCRUTINY PANEL
3 November 2009 at 6:00pm

Members

Councillors

Councillor Christopher Arnold (Chairman)
Councillor Dennis Willetts (Deputy Chairman)
Councillor Kim Naish (Labour Group Spokesperson)
Councillor Nick Barlow
Councillor Mark Cory
Councillor Mike Hogg
Councillor Jackie Maclean
Councillor Gaye Pyman
Councillor Laura Sykes
Councillor Nick Taylor
Councillor Julie Young

AGENDA - Part A

(open to the public including the media)

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

Pages

1. Welcome and Announcements

- (a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.
- (b) At the Chairman's discretion, to announce information on:
- action in the event of an emergency;
 - mobile phones switched to off or to silent;
 - location of toilets;
 - introduction of members of the meeting.

2. Substitutions

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

3. Urgent Items

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

4. Declarations of Interest

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

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

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

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

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

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

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

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

5. Minutes

1 - 4

To confirm as a correct record the minutes of the meeting held on 13 October 2009.

6. Have Your Say!

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

noted by Council staff.

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

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

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

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

8. Referred items under the Call in Procedure

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

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

9. Decisions taken under special urgency provisions

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

10. Transforming Colchester's Housing Services

5 - 36

See joint report from the Head of Life Opportunities and the Head of Strategic Policy and Regeneration.

Stakeholders have been invited to attend the meeting.

11. Street Care Strategy review (including Graffiti Policy and Procedures)

37 - 114

See report from the Head of Street Services.

12. Climate Change and Carbon Management

115 - 132

See report from the Head of Street Services.

13. Review of the work of the Portfolio Holder for Street and Waste Services.

133 - 136

See report from the Scrutiny Officer.

14. Work Programme

137 - 138

See report from the Scrutiny Officer.

15. Exclusion of the public

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

STRATEGIC OVERVIEW AND SCRUTINY PANEL

13 OCTOBER 2009

Present: - Councillors Arnold, Barlow, Cory, Maclean, Naish, Pyman, Sykes, Taylor, J Young and Willetts

Substitutions: - Councillor Gamble for Councillor Hogg

22. Minutes

RESOLVED that the minute of the meeting held on 29 September 2009 was confirmed as a correct record.

Councillor Arnold (in respect of his wife being a Trustee of Age Concern), and Councillor Cory (in respect of being an 18 – 25 year old person, recently made unemployed) both declared a personal interest in the following item.

23. Responding to the economic downturn

Ms. Pam Donnelly, Executive Director, and Councillor Hunt, Portfolio Holder for Communication, Customers and Leisure attended the meeting for this item.

Ms. Donnelly gave a presentation, focusing on how the Council was responding to the economic downturn. Ms. Donnelly explained that there was a central, critical role to be played by all local authorities. Government and the Audit Commission have stated what they expect from local authorities, and Ms. Donnelly was confident that Colchester was delivering on these expectations. The Council fully understood the local economy in terms of people, business and capital projects, had a strategy in place that was relevant to the community and was responding pro-actively to the effects of the local economic downturn.

Ms. Donnelly spoke of the impact on the economic downturn on Colchester. People claiming Job Seekers Allowance has increased but remained significantly below the East of England average. Homelessness figures remained resilient, with no increase in people declaring a state of homelessness. Local lenders are more sympathetic to those people with financial problems, and the courts have pro-actively suspended repossession orders. The activity of the Council's Benefits Service Area had increased significantly from a position of processing 500 claims in April 2008 to a position now of processing 1,630 claims per month, resulting in a 14 per cent increase in the overall caseload.

Ms. Donnelly said that unlike in previous recessions, the current recession was having an effect on new groups of people, now with many people being professionals, self employed, people from abroad and younger people. Ms. Donnelly spoke about the increased vulnerability of young people within the recession, with 25-34 year olds being the second most increase in benefit claims, a generation of people with many in debt and with little or no work skills, or skills to deal with the recession.

Ms. Donnelly explained what this meant for the Council. Workforce Planning was imperative, so as to meet the demands of the massive increase in customer enquiries at the Customer Service Centre, by telephone or on the web, with staff working longer hours to meet this demand. Feedback from the effected service areas suggests the problems are by no means over, with officers trying to get a better understanding of the changing needs of people so as to be able to respond more effectively.

In response to Councillor Arnold, Ms. Donnelly whilst appreciating that there are inevitably a significant number of vulnerable, over 60 year old people on fixed incomes, effected by the recession, by far the greatest group of people (over 70%) are people of working age. Ms. Donnelly said the SOS Bus had proved an effective means of communication with a significant number of people in the over 60 age group making enquiries.

Recognising the potential for lower Council revenues due to non payments, Ms. Donnelly said non payers generally fall either into the 'Can't' or 'Won't' categories, and officers are making a greater effort to understand people's situations, before categorising just as a non-payer. A change in the tone of letters and the action to be taken has received positive reactions from the recipients.

Ms. Donnelly said the service areas most greatly affected by the economic downturn are constantly reviewing and realigning resources accordingly, in some cases on a day to day basis, and for the Council as a whole, a constant ongoing process.

Councillor Young commended the work of all affected service areas, saying the work was impressive. Councillor Young said there was an opportunity for the voluntary services to help during these difficult times, with those affected and who are in the 18-34 year old age group, being a valuable resource to be utilised, an opportunity for them to gain work place experience and confidence, and thereby help towards future employment. It would be important to identify the areas of good practice and promote accordingly.

Ms. Donnelly said internal fundamental service reviews do look at whether the Council is best placed to deliver a service or as a community leader, whether there was an opportunity to offer out to a voluntary or public organisation.

On the question of long term impact to the Council, Ms. Donnelly responded to Councillor Willetts, saying the changes within the authority needed to address current issues and had been implemented, but this would be ongoing, and her objective was to ensure this continued on into the future. Budgets continue to be constantly monitored, with an emphasis placed on trying to find new opportunities of generating income. There continues to be a willingness of staff to change roles to meet service demands, a response that warrants praise, but there continues to be a need for the Council to especially focus, where appropriate, on younger people, due to massive long term affect the downturn can have on their lives.

In terms of both the future Capital and Financial budgets, and in response to Councillor Arnold and Councillor Willetts, Councillor Hunt commented that he was pretty sure the Haven Gateway funding had been secured (Capital), and was confident that the process of continual fundamental service reviews would provide the impetus to present a balanced budget for the next financial year, that would include retaining all our current services. Councillor Hunt agreed to provide members with details of rents to tenants of commercial properties.

Councillor Taylor, commenting on the work so far undertaken, welcomed the work that has been done, and urged that as part of the 2010-11 budget process, all potential problems are identified, forward planned and targeted and this process becomes part of the embedded

culture of the Council.

Councillor Gamble passed on his thanks to staff for their flexibility in working, and for what had been achieved. In response to Councillor Gamble, Ms. Donnelly said the downturn had thrown up a higher than normal number of new and complex cases to be dealt with by the Customer Services Centre and Benefits Service, that take a lot longer to process or deal with, though it was still the case that the majority of cases are straightforward, with customers and claimants dealt with in a reasonable period of time. In response to Councillor Naish, Ms. Donnelly said that in an effort to speed up process times, officers are now ensuring more emphasis is given to the customer at the first point of contact to avoid undue delay, and officers are meeting with the Department of work and Pensions to find a way of speeding up the claims process by requiring claimants to only provide information once for both organisations. Ms. Donnelly confirmed that she would provide members of the panel with the current average times to deal with benefit claims.

In response to Councillor Cory, Ms. Donnelly said in terms of providing practical and relevant work experience to people through an internship program, the Careers Academy had provided internships to the Council for students from the Colchester Institute, and internships to the local Primary Care Trust. Ms. Donnelly was hoping for a financial contribution from Essex County Council to contribute to the financing of the provision of opportunities between local public organisations.

Councillor Arnold concluded the debate by thanking Ms. Donnelly for her presentation and depth of answers that provided a reassurance of the work being done. Councillor Arnold passed on his and the panel's thanks and appreciation to all the staff as they do all that can be done to respond to our customers' needs during the economic downturn, especially given the additional demands that have been placed on staff to absorb increased workloads and work differently and more flexibly.

RESOLVED that the panel thanked Ms. Donnelly for attending the meeting, giving a presentation on how the Council was responding to the economic downturn, and responding to questions from the panel.

24. Overview of the Environmental and Protective Services Review

Ms. Beverley Jones, Head of Environmental and Protective Services and Ms. Sally Harrington, Professional Support Unit Manager, attended the meeting, and gave a presentation on the progress made in regards to the fundamental service review for Environmental and Protective Services.

Ms. Jones said the review was necessary due to increased expectation from customers, an increase in the volume and breadth of workload, the lack of management capacity and the inconsistency in overall performance and quality. What was needed was for customers to be at the heart of the service delivery, services to be delivered efficiently and effectively, release capacity from within the group and the development of staff within the service.

Having identified ten key work strands to be considered within the review, these were considered during the review of each service area, and the high level findings recommended key changes for implementation. The end result was a new structure in place that increased management capacity, provided a new 'Professional Support Unit', the Customer Service Centre being at the front-end of all initial customer contact, a clear performance management framework and the ability to respond to external changes.

Ms. Harrington explained the purpose of the Professional Support Unit (PSU), to provide a central fully integrated resource dealing with all the service's systems, technical planning support and administration support, with multi-skilling staff, some with enhanced roles.

The PSU has had several processes automated, or streamlined to provide a consistent service delivery, the ability to resolve issues in a coordinated way and to provide cover across the group, plus an overall increase in capacity. The moral and team spirit of the staff had improved even though the review had resulted in a staffing level reduction.

The Chairman said he was reassured by this service review, that was a lot of the way to providing a service totally fit for purpose. In response to Councillor Arnold, Ms. Harrington confirmed that the launch of the web planning mapping system was a matter of weeks away.

Councillor Gamble said he was impressed by this review, and the positive reaction from staff to changing their roles and adapting to a new working environment was to be commended.

Ms. Jones said there was a clear focus on creating more revenue income streams to the Planning Service, given the consequence of the economic downturn, a massive drop in planning fees and charges. Colchester's internally developed S106 Development software was now a marketable product, nationally recognised, and providing a new income stream. Planning Officers are now actively encouraged to engage with developers on pre-application major developments, a more diverse role requiring a different mindset and an altruistic approach. In response to Councillor Arnold, Ms. Jones said the positive reaction from major developers to this new approach had been very encouraging.


In response to Councillor Barlow, Ms. Jones and Ms. Harrington said the analysis of customer complaints and surveys were fed into the reviews and subsequent outcomes. The current customer complaints tracking system monitors response times and officers now have a much better understanding of the need to be pro-active, when handling complaints. Ms. Harrington said since the new structure was in place the level of complaints had halved.

RESOLVED that the panel thanked Ms. Jones and Ms. Harrington for attending the meeting, giving a presentation on the progress made in regards to the fundamental service review for Environmental and Protective Services, and responding to questions from the panel.

25. 2009/10 Work Programme

Councillor Arnold confirmed that in regards to the item on the progress of the Greenways Care Home, provisionally scheduled for the 5 January 2010, he had during discussions with the County Portfolio Holder, asked for an update on the work to date, which he would share with the Panel's Group Spokespersons, and then decide on whether or not to proceed with a progress review.

RESOLVED that the panel Considered and noted the 2009-10 Work Programme.

	Strategic Overview and Scrutiny Panel		Item
	3 November 2009		
Report of	Head of Life Opportunities Head of Strategic Policy and Regeneration	Authors	Gareth Mitchell ☎ 6972 Lindsay Barker ☎ 2253
Title	Transforming Colchester's Housing Services		
Wards affected	All		

In January 2009 it was agreed that a fundamental service review of Colchester's Housing Services should commence as part of the corporate improvement programme of reviews. The review has progressed well and reached the detailed business case stage where recommendations for the future direction of housing services are made.

The attached report to Cabinet recommends the approval of the detailed business case as part of the fundamental service review of housing services.

Strategic Overview and Scrutiny Panel are asked to note the report to Cabinet and make any appropriate comments to Cabinet for their consideration on 2 December 2009.

The Cabinet report and supporting information is attached.



Cabinet

Item

2 December 2009

Report of	Head of Life Opportunities Head of Strategic Policy and Regeneration	Authors	Gareth Mitchell ☎ 6972 Lindsay Barker ☎ 2253
Title	Transforming Colchester's Housing Services		
Wards affected	All		

This report recommends the detailed business case for the future of housing services as part of the fundamental service review of Colchester's housing services

1. Decision(s) Required

- 1.1 To approve the detailed business case for transforming Colchester's housing services (attached at the end of this report)

2. Reasons for Decision(s)

- 2.1 As one of nine priorities in the current Strategic Plan the Council has the strategic priority;
Homes for All
We will work towards providing safe, secure, decent and affordable homes for all.
- 2.2 The business case is wholly aimed at delivering on this priority in a way that delivers a much improved customer experience, is more efficient and cost effective and achieves better outcomes for the residents of Colchester.
- 2.3 The business case has been developed through the 'Fundamental Service Review' approach, as part of the Council's Corporate Improvement Programme and is an opportunity to make a dramatic shift in the way we deliver this critical set of services, to build a service that is able to respond to the current economic climate and is fit for purpose in the future.

3. Alternative Options

- 3.1 The alternative option would be not to approve the business case or to ask for changes to be made to the proposals set out in the business case. In either scenario, the delivery of improved customer excellence, and greater efficiency and effectiveness in the housing services would be delayed or not delivered. The business case is the result of considerable research, analysis and consultation on the part of staff in the services and the review steering group.

4. Supporting Information

- 4.1 In December 2008 it was agreed that a fundamental service review of the council's housing functions as part of the council's improvement programme would be carried out.
- 4.2 As the housing functions sit in two service groups, the Head of Strategic Policy and Regeneration and Head of Life Opportunities would jointly lead the review with the expectation to complete it by November 2009. The review has had sponsorship from the Executive Director for Customer Excellence and has reported by way of updates at Cabinet level to the Portfolio Holders for Neighbourhoods and Culture and Diversity.
- 4.3 As part of the scoping it was agreed the review would focus on Colchester Borough Council's housing functions and also look at the strategic interface with Colchester Borough Homes, including the current delegation of functions, the management fee and provision of support services. However, it was not to be a review of Colchester Borough Homes as an organisation.
- 4.4 As can be seen in the business case (see page 6 in the attached) the Fundamental Service Reviews have an agreed structure with specific outputs at each stage. The detailed business case is the product of a significant amount of work including 15 workshops with over 70 staff involved and a very successful workshop with key partners from the housing sector.
- 4.5 The issues emerging in the early stages of the review were identified as:-
- Limited prevention activity especially early intervention
 - Little ability to 'self serve' and for customers to help themselves
 - Not enough information about and understanding of the housing services customers
 - Very complicated processes and difficult for customers to access services and navigate through them
 - Little matching of customer need to the appropriate level of staff expertise so producing a very high cost to serve ratio
 - Not enough focus on supply in the round and unable to keep pace with rising demand
 - Key performance targets not being achieved
 - The need to improve the management in the service
 - The need to improve the approach to enforcement in the private sector
 - Little evidence of a clear and consistent policy line being followed in making key service decisions.
- 4.5 As a result of this a framework for the review emerged (see page 7 in the attached business case) which focussed on increasing work on prevention and supply, understanding how to manage existing stock well and above all improving the customer journey through the services.

5. Proposals

- 5.1 The main proposals contained within the detailed business case are:-
- To put in place a clear customer journey that delivers the fastest solution available and is responsive to need through the appropriate use of the Customer Service Centre/ infopoint@colchester wherever possible.
 - To ensure the deployment of self-service tools for customers that will help customers to help themselves as much as possible and avoid wherever possible customers reaching an acute state of need.
 - To set up a multi-skilled team of advisers able to deal with any housing enquiry that cannot be resolved at the frontline and that can provide a continuity of service for customers.
 - To develop a strong focus on the Council's "strategic enabling" role in housing through clear direction, the identification and development of creative housing solutions and the commissioning of services to ensure outcomes can be delivered either internally or by other organisations.
 - To align the delivery of housing solutions for customers with other key drivers of improved life chances such as health, skills and community safety, through a single communities-focused team.
 - To set up a professional support unit that will drive change through streamlining processes, the effective use of technology and the sophisticated use of performance information and customer insight.
 - To support a dedicated corporate team in Environmental and Protective Services to provide a clear focus on using enforcement powers to tackle owner responsibilities, improve quality and support the delivery of increased housing supply in the private sector
 - To build on the importance of a strong working partnership between Colchester Borough Homes (CBH) and Colchester Borough Council (CBC), and make sure interaction and collaboration happens right across CBC housing services rather than channelled through one point of contact.

6. Strategic Plan References

- 6.1 The Council has a Strategic Plan covering the period from 2009 – 2012. One of the 9 priorities within this plan is:

Homes for All

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

Within the context of the Council's Strategic Plan priority above, the overall objective of this review is:-

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

7. Consultation

- 7.1 During the course of the review considerable consultation has been carried out. Over 15 workshops have taken place with over 70 staff from the service involved. An event was held in March/April for all Councillors and at Colchester Borough Homes for their

Board and staff. A very successful workshop with key external partners was also held at Highwoods Community Centre in August to test the early findings of the review and identify with them all the opportunities.

- 7.2 Many of the opportunities identified in the business case require significant further work to bring them to the point of delivery and internal colleagues and external partners will continue to be involved in their development.

8. Publicity Considerations

- 8.1 Housing Services touch a significant number of the lives of residents of the borough and even into neighbouring areas with the increasing work at the sub regional level. Customers range from people in a crisis and needing urgent housing support to a landlord in the private sector seeking tenants, to someone applying for a disabled facilities grant. The review has been driven using our customer insight model to make sure we put in place services that give a better customer experience all round. A communication plan will be drawn up following the approval of the detailed business case to communicate the changes to the public as widely as possible.
- 8.2 Information accompanying this report has been provided to the local media on the purpose of the review and the predicted improvements for our customers in the quality, consistency and speed of service they will receive once the changes recommended are implemented.

9. Financial implications

- 9.1 The financial implications are detailed in the business case and in summary are;
- A reduction in the people resource by around 25% by the end of year 3.
 - The above assumption includes a potential reduction in the management overhead of nearly 50%.
 - An initial assessment by Resource Management of the division of any savings between General Fund and Housing Revenue Account suggests approximately a 50:50 split.
 - Any revenue investment signalled in the opportunities for example either one off costs around IT or prevention and education initiatives will be covered from in service efficiencies during implementation.
 - The proposed changes to the customer journey should result in a reduction in the 'cost to serve' of low to medium need customers while improving the quality and speed of the service.

10. Equality, Diversity and Human Rights implications

- 10.1 An Equality Impact Assessment has been carried out and circulated as part of the full business case. It is also available on the Council's website www.colchester.gov.uk.
- 10.3 There are no specific Human Rights implications

11. Community Safety Implications

11.1 Housing Services play a significant role in community safety and tackling anti social behaviour in communities. The detailed business case considers through many of the opportunities identified how this can continually be improved.

12. Health and Safety Implications

12.1 There are no specific Health and Safety implications

13. Risk Management Implications

13.1 The high-level risks associated with this review have been identified in the business case and are being actively managed. A full risk register and risk management plan will be developed as part of the implementation plan

Background Papers

The Detailed Business case is provided with these papers without the detailed appendices.

A full copy of the business case with the appendices and the Equality Impact Assessment has been sent to councillors and are available on www.colchester.gov.uk

Transforming Colchester's Housing services

Detailed Business Case

October 2009

**Fundamental Service Review of
Housing services**



Contents

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1. Executive Summary

Colchester Borough Council has a Strategic Plan covering the period from 2009 – 2012. One of the nine priorities within this plan is:

Homes for All

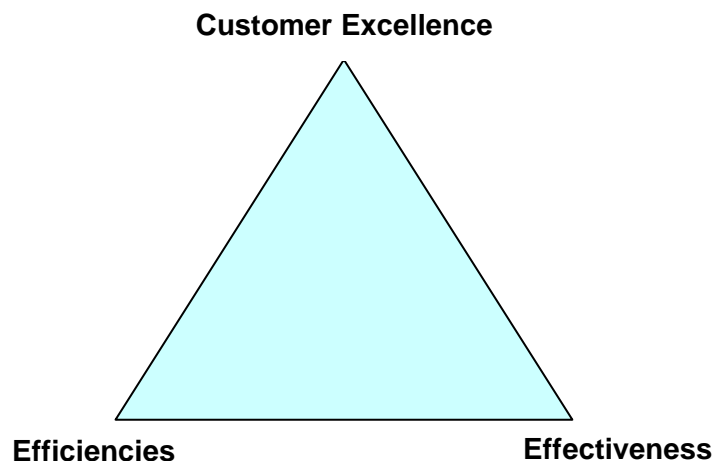
We will work towards providing safe, secure, decent and affordable homes for all.

Within the context of the Council's strategic plan priority above, the overall objective of this review is:

'To ensure that Colchester has the best possible arrangements for meeting the housing needs of residents.'

The Fundamental Service Review (FSR) of the housing services is part of the Council's change programme and is an opportunity to make a dramatic shift in the way we deliver this critical set of services, to build a service that is both able to respond to the current economic climate and is fit for purpose in the future.

Customer excellence, efficiencies and effectiveness are the key drivers of any FSR and the recommendations of this detailed business case focus on the balance of the benefits across all three of these areas.



The proposed future service is designed around the need to streamline and improve the service to the customer, to strengthen our strategic direction and increase the supply of solutions, and to work more closely with communities to prevent housing crises occurring and create sustainable communities. It also creates a support function that will drive performance, change and optimum use of technology across the services.

This future service would require the following:

- a redesigned 'front-end' process for customers
- the alignment of housing solutions for customers with other key drivers of improved life chances
- a stronger focus on the Council's 'strategic enabling' role in housing
- greater collaboration between Colchester Borough Council (CBC) and Colchester Borough Homes (CBH) across the whole housing function
- a new organisational structure and more flexible ways of working.

Detailed Business Case

To deliver this future service, the following specific opportunities are proposed:

- Effective self-serve
- Effective triage
- Multi-skilled housing customer team
- Co-ordinated support to sustain tenancies and information sharing between agencies
- Collaborative approach between housing and benefits teams
- Education and cultural change
- Effective enforcement of standards in the private sector
- Short term housing solutions
- Colchester Association of Social Landlords
- A strong Colchester Borough Council and Colchester Borough Homes partnership
- Delivery of new affordable homes
- Returning more private sector empty homes to use
- Supporting landlords to delivery more quality private rented accommodation
- Professional Support Unit
- Cross-cutting themes.

Using the key drivers of FSRs - Customer, Efficiencies and Effectiveness - this future service is expected to deliver the following benefits:

Customer Excellence

By implementing the recommendations customers will:

- be able to easily find the information they need to resolve many of their enquiries themselves
- have better access to all housing services and their enquiries dealt with in one place
- only have to give information once and expect it to be recorded accurately
- have more of their enquiries resolved at the first point of contact and reach a solution to their need more quickly.
- indicate (through future Touchstone work) that their experience of the service has improved
- if they need the services of the multi-skilled adviser team know who their lead officer is, what is happening on their case and who else has been informed
- where they are identified as needing it, have the support they need to be able to maintain their home.

Efficiencies

- By implementing the proposed new structure the people resource in the services could be reduced by around 25% by the end of year 3. This includes the resources that could be shifted to other parts of CBC and CBH.
- The resulting potential reduction in staff costs would start in year 1 of the implementation and be phased through to the end of year 3. An initial assessment by Resource Management of the division of these savings between General Fund and Housing Revenue Account suggests approximately a 50:50 split.
- The above assumption includes a potential reduction in the management overhead of nearly 50%
- There is revenue investment signalled in the opportunities, for example either one-off costs around IT or prevention and education initiatives. It is assumed this will be covered from in-service efficiencies during the implementation.

Detailed Business Case

- The proposed changes to the customer journey should result in a reduction in the 'cost to serve' of low to medium need customers while improving the quality and speed of the service.

Effectiveness

The new approach is based on making sure that:

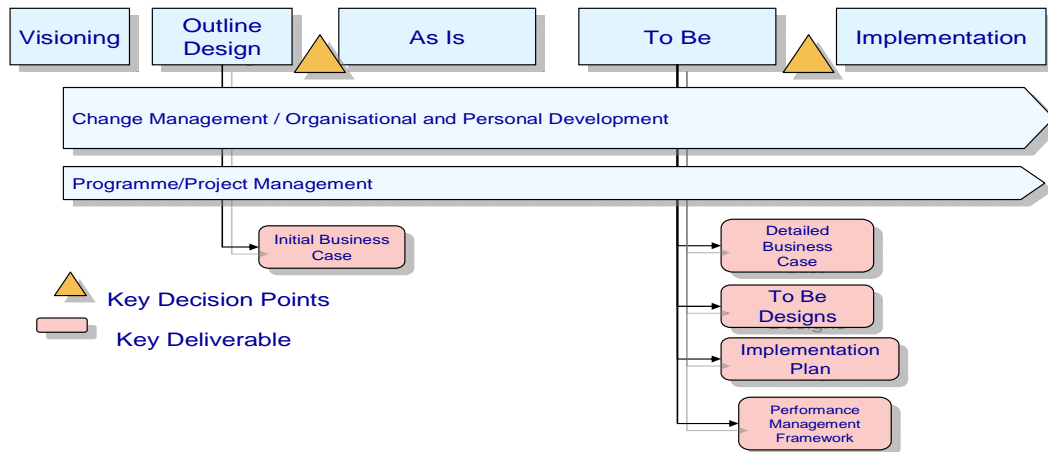
- strategic solutions to provide more housing can be developed and delivered on the ground and their impact assessed
- specialist staff resources will be targeted to those in higher and more complex housing need
- increased staff motivation through opportunities for staff to develop their skills, knowledge and experience
- resources are shifted to earlier intervention in communities where it is more cost effective to help people in earlier stages of need
- processes will be simplified to reduce duplication, ease customer access and reduce unnecessary cost
- by supporting people to manage their homes effectively we can reduce the number of people needing our services in crisis situations
- managers have the support, skills and ability to manage their people effectively and improve performance,
- the Council's assets, skills and resources and those of its partners are used more appropriately to make sure whoever is best placed to deliver does so.

The current timings for review and approval of this business case are pre-scrutiny at Strategic Overview and Scrutiny Panel on 3 November, followed by Cabinet on 2 December 2009.

2. The Journey So Far

Having agreed the scope of the FSR of the housing services in January 2009, Leadership Team was presented with the Initial Business Case on 17 June 2009 and gave their support for the review to progress to the Detailed Business Case stage. The FSR structure is:

FSR Overview



The review outcomes and success criteria agreed are:

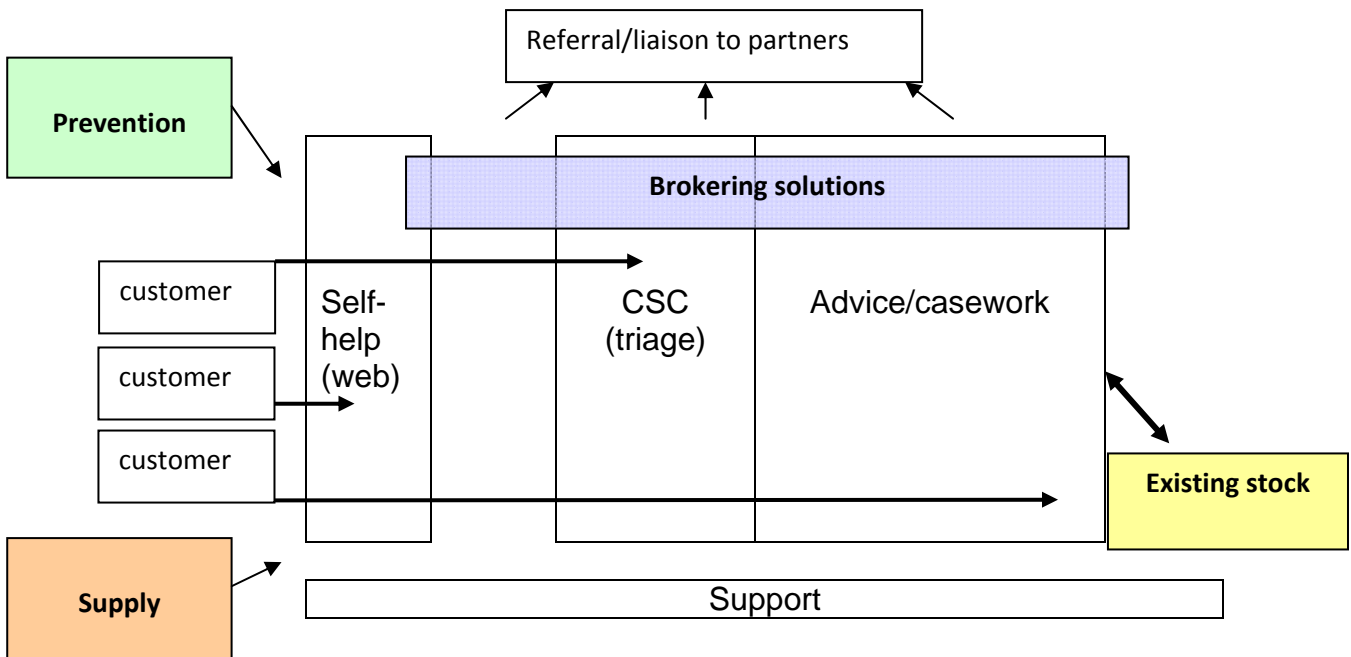
- Streamlined processes providing faster and more efficient delivery
- Greater responsiveness to customers' needs
- Higher satisfaction among customers and stakeholders
- Reduction in costs
- More effective achievement of strategic priorities
- Stronger performance measurement
- Higher levels of staff motivation and satisfaction
- Improved skills in some disciplines.

The high-level opportunities identified at the Initial Business Case phase are:

- Increased investment in prevention and supply
- Shift of the front-end customer-handling processes to the Customer Service Centre/infopoint@colchester (CSC) and the web, including CBH
- Consolidation of service support functions into a 'Professional Support Unit'
- Reduce management capacity, improve management capability and support
- Improvements in business processes across the services
- Explore outsourcing/commissioning opportunities for specific service functions
- Pursue the opportunity to develop a sub-regional 'choice-based lettings allocations unit'
- Commission management of temporary accommodation and tenant support from a specialist Registered Social Landlord.

Detailed Business Case

The proposed framework for change that has guided the development of the Detailed Business Case is:



Since June, the 'As Is' and 'To Be' phases have been completed with staff involvement from across the services and from other parts of CBC and CBH. These phases have been structured around five key themes:

- Prevention
- Supply
- Brokering solutions
- Managing existing stock and tenants
- Professional support.

Around 20 workshops have been held with staff and external stakeholders to shape the future service. The Review Steering Group and the Corporate Support Team have worked throughout this phase to capture opportunities for change and develop the content for the Detailed Business Case.

Detailed Business Case

The current profile of activity, staff resource allocation and spend is summarised in the table below.

Team	Resource commitment (fulltime equivalents)	Staff Cost £000s
Assessment and Options	19	546
Accommodation	13	320
Home Improvement	13.5	425
Strategic Housing	6	191
Partnership and Performance	10	344
Group Support	3.5	79
Management	7.5	349
Total	73.5	2,254

Customer Insight

The following table shows the current volume of customers with housing enquiries dealt with by CBC and numbers of outcomes into current solutions (year ending 30 June 2009).

Contact	Number	Notes
Telephone calls received on Housing specific numbers	12057	2730 calls are abandoned before answering
Calls resolved by the CSC at point of contact	6036	This equates to 67% of answered calls
Contact with Housing Advice service (all contacts)	10276	62% of contact is face to face at Angel Court
Customers Served by Housing Assessment and Options team	5100	
Customers Interviewed by Specialist Advisers	1195	Around half of these customers' needs are satisfied with advice and/or further casework
Customers who applied for a homeless decision	566	291 considered unintentionally homeless
Requests for Service received by Private Sector Housing team	932	
Households housed using Private Sector Lettings schemes	240	Includes Home Finder and Path schemes
Number of Social Housing Lets	731	CBC and other RSLs

Detailed Business Case

The following table outlines the current 'cost to serve' housing customers broken down by level of need.

Category	Description of customer need	Estimated numbers	Estimated 'cost to serve' per customer (£s)	Estimated Total 'cost to serve' (£000s)
1	Low complexity and need	5362	26.32	141.14
2	Moderate complexity and need	1223	223.23	273.01
3	Acute, complex, high levels of need	550	538.75	296.31

An Institute of Customer Service's Touchstone survey of customer perceptions was carried out during July 2009. Improving customer perceptions will be a key component of the customer quadrant of CBC's performance dashboard and will be monitored regularly to ensure changes are made to deliver improvements for the customer. A summary is provided and the details will be used to form a baseline of customer satisfaction.

- The majority of respondents had contacted the service by phone (38%) or face to face (39%). Of those who had only used these methods of contact, more than 50% of them stated that they would not be willing to use any other method of contact.
- For all Touchstone questions which measured satisfaction, the level of satisfaction decreased as the enquiry went on. The full report shows that as there are more contacts made and the enquiry was unresolved, the levels of satisfaction decreased.
- The questions where the highest levels of respondents fully agreed or were satisfied were where they felt staff listened, and were friendly and polite.
- On the question of whether staff were considered to be genuinely interested, there were high levels of satisfaction.
- For the Touchstone core values, customers voiced less satisfaction with staff knowledge (12% rated not knowledgeable)
- Highest satisfaction was given for staff attitude, with 79% indicating a good attitude.
- For the Cabinet Office drivers of satisfaction, Timeliness (23% indicated not timely), and Information (18% indicated not informative) received the lowest scores by proxy indicators from respondents.
- Highest satisfaction was seen in staff attitude (with 78% indicating a good attitude, and 15% indicating a partially good attitude).
- The results for each Touchstone question were very similar across respondent types. However, often the 'other' category which included housing tenants, street homeless, and a few people not living in the borough had lower levels of satisfied customers.

3. Policy Context and History

History

The following is a brief summary of the recent history of the housing service:

- The housing service was restructured in 2004/05 and broadly arrived at the current structure following on from the creation of the Choice Based Lettings Scheme Homechoice and the setting up of the front office Homechoice shop adjacent to the CSC, and resulted in a shift of resources and functions within the teams in the service.
- Sub-regional working began in 2004 and has led to increased delivery and a vehicle for money to increase supply of new affordable homes. The sub-region has become the dominant force in much change including a sub-regional choice based lettings scheme and now the enhanced housing options trailblazer, as well as set of wider initiatives to understand need, the market and customers across the sub region and developing robust plans to respond effectively.
- CBH was set up as an arms length management organisation in 2003 following a tenants vote in favour of CBC retaining ownership of the housing stock. This enabled £35 million investment in stock and increased tenant involvement in governance. The Management Agreement was renewed in 2008 for five years.

Legislative framework

Housing is subject to significant regulation, performance monitoring and financial monitoring. The key elements of the legislative framework for the work of housing services includes:

- Housing and Regeneration Act 2008 – New planning powers to deliver regeneration. Created Homes and Communities Agency and Tenant Services Authority aimed at improving standards and increasing supply.
- Housing Act 2004 – Introduced Health and Safety system in housing and offered new enforcement powers in the private sector including the use of Empty Dwelling Management Orders to return empty properties to use where all other enforcement action has failed.
- Homelessness Act 2002 – Required a strategic approach to the prevention of homelessness and gave additional groups of vulnerable people ‘priority need’ status.
- Housing Act 1996 – Codified and modified the legal framework for allocations and homelessness and landlord tenant law in the Private Rented Sector. It also placed a responsibility on Local Authorities to provide advice to people in housing need or threatened with homelessness which would enable them to secure their own accommodation.
- The Housing Acts 1980 and 1985 established the secure tenancy status and codified the rights available to tenants and landlords including the Right to Buy. This has been supplemented by the setting up of the Introductory Tenancy regime.

Local context

It is critical to understand the local context, levels of housing need and the challenges this poses for housing services.

Detailed Business Case

Demographics

- Colchester's population was estimated to be at 181,000 people in mid-2008. This makes Colchester the largest and fastest growing district in Essex County and the second largest district in the Country.
- There are 40,900 young people living in the borough aged between 0 and 19 years. This accounts for 23.3% of the total population at mid-2007. There are 29,900 people in Colchester of retirement age, accounting for 17.0% of the population.
- It has been estimated that the population of Colchester will rise to 223,500 people in 2021. This is a very significant growth and indicates a population change of 30.9% between 2006 and 2021 (52,700 people).
- Mid-2006 population estimates show that ethnic minority groups account for 7.09% of the total Colchester population, an increase from 3.82% on Census Day 2001. This is also higher than the Essex proportion of 5.85%.

Local economy

- Colchester has a diverse and growing business community (5,000 VAT registered businesses, around 15,000 non-VAT registered.)
- The local economy is predominantly made up of small to medium size businesses and is underpinned by a strong public sector with major employers including the Garrison and University of Essex. The average gross weekly earnings (2007) are £417 (below regional average).
- The Regional Spatial Strategy (RSS) employment forecast to 2021 has been adopted as the strategic jobs target to create 14,200 new jobs (net) 2001–2021.

Crime and anti-social behaviour

- The overall crime rate in Colchester has dropped from 88.5 crimes per 1,000 people in 2002/03 to 66.2 recorded crimes per 1,000 in 2008/09, in line with the UK trend.
- Levels of anti-social behaviour (including all incidents of anti-social behavior, not crimes, recorded by the police such as youth nuisance, abandoned vehicles and rowdy or inconsiderate behaviour) are average for Colchester compared to the rest of Essex and slightly improved on 2008 levels.

Housing need

- There are 71,192 dwellings in Colchester with a net increase in households of 1,425 per annum (2007/8). Colchester, in line with the region, has significant 'in migration' – 35% movers in the last two years moved into the area from elsewhere. The average incomes of households moving in are lower than of those moving out.

The relevant Colchester Strategic Housing Market Assessment (2008) outputs are:

- 72% dwellings are owner occupied, 13% social rented, 8% private rented, 7% other public sector (including the MOD and University).
- Average household income £31,396, median household income £23,874
- 5.1% private sector dwellings have a category 1 hazard requiring immediate attention (requiring £12m to deal with these dwellings)
- 14% of renters are in unsuitable housing representing a quarter of all those in unsuitable housing
- Between 2000 and 2006 about 31% of new dwellings constructed were flats and in 2006 flats represented about 17% of total housing stock (increase of 2% from 2001)
- 16.8% of households were identified as having someone with a support need in them.
- The population is growing older with more than a quarter of households being headed by a retired person.

Detailed Business Case

Future housing need

- Through the Local Development Framework, Colchester needs to ensure that housing provision delivers 19,000 homes between 2001 and 2023. This equates to an average annual build of 830 units a year. Although currently 1,318 units ahead of schedule the current market will provide challenges for this target.
- Colchester's RSS 14 housing growth target (2001 – 2021) is 17,100 new homes.
- Colchester's Local Area Agreement targets for net additional housing and affordable housing are:

	Net additional housing	Affordable housing
2008/09	955	119
2009/10	855	128
2010/11	1000	136

Local Strategic Partnership (LSP)

A key theme in the newly refreshed LSP Delivery Plan is 'Promoting healthy lifestyles, providing affordable housing and reducing homelessness'. This theme recognises the fundamental importance of good quality homes in achieving sustainable communities and contributing to better health outcomes. The theme focuses on key actions which all LSP partners have signed up to and will commit resources to achieve. The actions are:

- Stimulate collective action to promote and support healthy lifestyles.
- Maximise opportunities to improve the supply of housing and support residents to maintain their tenancies.
- Improve the sustainability and reduce the carbon emissions of our housing.

The housing-specific outcomes being sought are:

- There is more sustained planning across housing service providers and coordination of resources.
- Partners have worked together to deliver more finance for affordable housing.
- Help given to people in Colchester to maintain their tenancies or home ownership shows positive results.
- There is a joined-up approach to crisis coordination across the Colchester2020 partners.
- Partners have worked together to provide more help to residents to stay in their own homes.

These are all supported by the opportunities presented in this business case and clearly CBC will be a key delivery partner. The Chief Executive of CBC is the lead officer for this theme on the Colchester2020 LSP, and this presents us with an excellent opportunity to influence the resources and commitment of our partners towards delivering the support and help people need to maintain their homes.

Detailed Business Case

Performance

The performance management framework for housing is constantly developing and some areas of work are more heavily scrutinised by government than others. Performance has been varied across the set of indicators which CBC reports on across housing services and CBH, and in the number of cases where we accept a homelessness duty Colchester is still among the highest in the region.

Areas which have been identified as having a risk of not being achieved or were not achieved in the last period include:

- Reduction in use of temporary accommodation by 50% by 2010
- Length of time properties are void
- Decent Homes (although procurement is complete and a new deadline has been agreed for 2012).

Customer satisfaction of CBH-delivered services is monitored through the STATUS survey every two years. The overall numbers of customers who are satisfied has reduced between 2006 and 2008 although some areas have improved.

CBC has delivered its targets on new affordable homes, and performance has consistently improved over the last few years. However it should be noted it is still some way from meeting the overall need figure identified in the Strategic Housing Market Assessment (2008).

New Strategic Housing 'Key Line of Enquiry'

In July 2009 the Audit Commission produced a draft key line of enquiry (KLOE) to assess how well a council works with its partners and other stakeholders to address the housing need and challenges within its area. This will emphasise the importance of councils having a strong strategic focus which can translate clearly into delivery. It will look at how well a council makes best use of all existing stock and how well equipped it is to drive forward the housing vision for its locality.

It measures the following:

1. Vision and strategic approach: how well does the council and its partners strategically plan work to balance the housing market and develop sustainable communities?
2. Capacity to deliver: does the council have the capacity to deliver its housing vision effectively now and in the future?
3. Improving housing outcomes for the local community: is the strategic approach to housing delivering better housing outcomes for the local community?

Strategic housing functions will be scored from 1 to 4 with 4 being the highest. A number of the detailed opportunities in the business case reach and exceed the standard required for level 3, and as some of them are innovative and reflect best practice we believe a level 4 assessment would be achievable following full implementation.

4. The Future Service

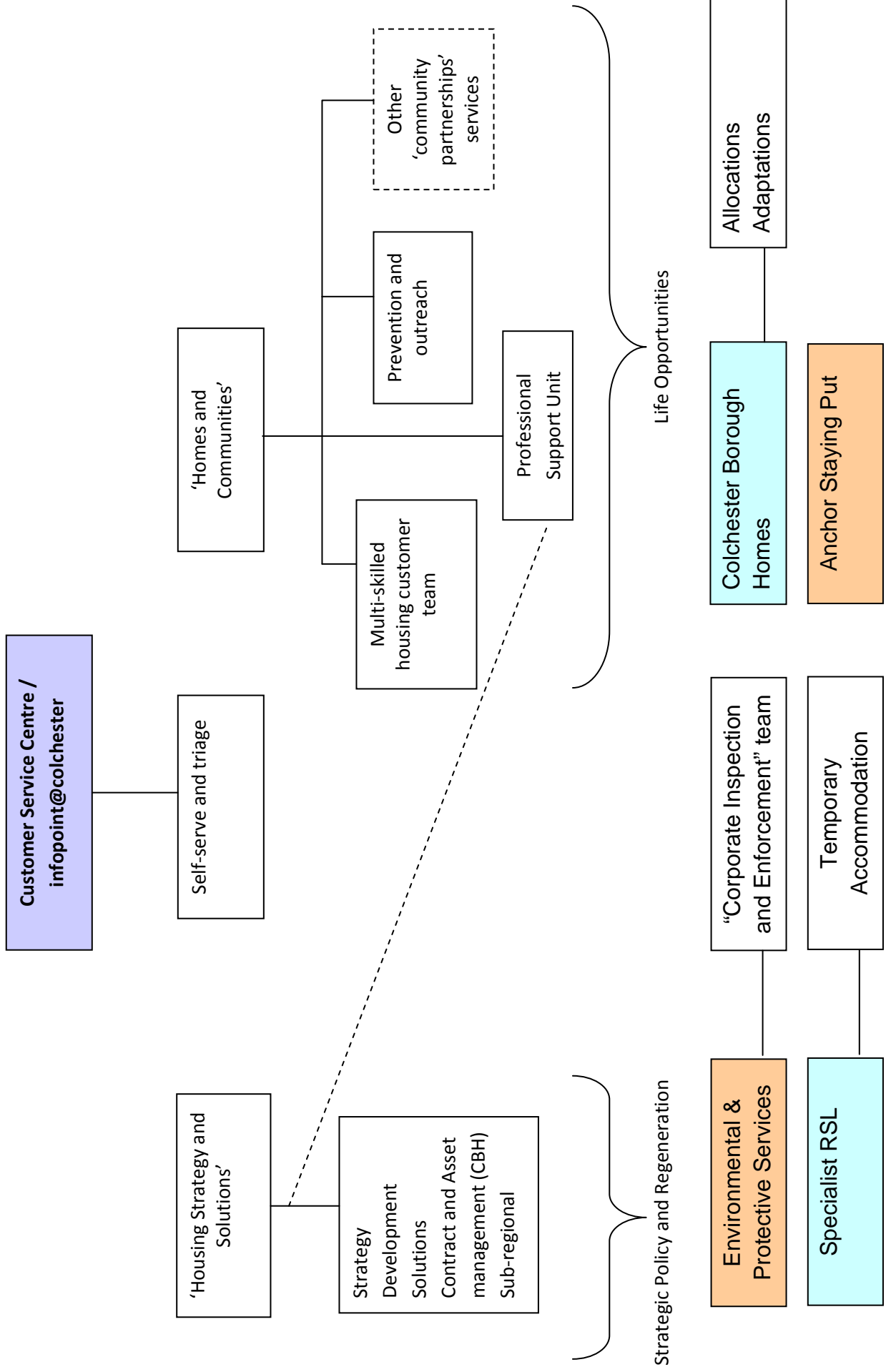
The future service is designed around the need to streamline and improve the service to the customer, to strengthen our strategic direction and increase the supply of solutions and to work more closely with communities to prevent housing crises occurring and create sustainable communities.

The proposed service is built around the following principles:

- a clear customer journey that delivers the fastest solution available and is responsive to need through the appropriate use of the CSC wherever possible
- the deployment of self-service tools for customers that will aid early resolution of a customer's housing issue, and avoid wherever possible customers reaching an acute state of need
- a multi-skilled team of advisers able to deal with any housing enquiry that cannot be resolved at the frontline
- a strong focus on CBC's 'strategic enabling' role in housing through clear direction, the identification and development of creative housing solutions and the commissioning of services to ensure outcomes can be delivered either internally or by other organisations
- aligning the delivery of housing solutions for customers with other key drivers of improved life chances such as health, skills and community safety, through a single communities-focused team
- setting up a professional support unit that will drive change through streamlining processes, the effective use of technology and the sophisticated use of performance information and customer insight
- supporting a dedicated corporate team in Environmental and Protective Services (E&PS) to provide a clear focus on using enforcement powers to tackle owner responsibilities, improve quality and support the delivery of increased housing supply in the private sector
- the importance of a strong working partnership between CBH and CBC, and making sure interaction and collaboration happens right across CBC housing services rather than channelled through one team.

In order to deliver this a new structure and new ways of working will be needed. The option proposed aims to place the resources in the most productive part of the organisation or with others who are best placed to deliver. This structure builds on the current organisational approach which recognises the value in having its key strategic services aligned in one service group and its community-focused services tackling 'life chances' issues more holistically. The proposed structure is:

Detailed Business Case



How the new approach will work

- **Customer Excellence**

Building on the organisational model first implemented in 2008, this review will locate all of the frontline customer contact for housing services in the CSC. Resources will be shifted to enable a more efficient and effective service to housing customers, either by helping them to help themselves more through self-serve tools, or through a triage process that will allocate our staff expertise according to the level of customer need. Customers will find it easier to access services, and will find all of their queries can be dealt with in one place and wherever possible resolved at the first point of contact.

- **Improving life chances and building sustainable communities**

Customers whose housing need cannot be dealt with by either a self-serve or triage process alone will be provided with support from a multi-skilled team of housing advisers who will assess their need quickly and work with them to find the best solution. We will align the delivery of solutions to customers in housing need with other community needs such as health, skills, education and community safety through the merging of this team with the current community partnerships team. This will ensure that housing issues are considered alongside other issues in our work to build sustainable communities. We will minimise the negative effects of anti-social behaviour on customers and communities. We will deliver targeted work in communities to support those in greatest need through prevention projects developed in partnership with other agencies and with communities themselves.

- **Homes for all and developing housing solutions**

The structure will enhance the current strategic capability by providing a stronger focus on generating new solutions to meet housing need in the borough. This will provide the capacity necessary for CBC to fulfil its key 'strategic enabling' role in housing and deliver the 'Homes for All' ambitions. Using available intelligence and funding opportunities and by interpreting national and regional policy, this team will develop a range of solutions that can be commissioned and implemented locally to increase the housing options available to customers and communities. An example of this approach would be the creation of a not-for-profit local lettings agency to improve quality and the availability of properties in the private sector.

- **Continuous improvement**

Through the adoption of the Professional Support Unit (PSU) model that has been implemented in Environmental and Protective Services, a housing PSU will drive process improvement, performance management and the most effective use of technology to ensure the maximum efficiency is achieved throughout housing services leading to higher customer satisfaction.

Cross-cutting challenges

The following cross-cutting challenges in implementing this business case have been identified:

- **Consistent implementation of policy**

As a council we have a number of enforcement powers at our disposal in order to deliver the outcomes we want for our community. These have not been used in a consistent and purposeful manner to date and we receive criticism from partner authorities and agencies about the quality of decisions made (for example on homelessness applications and housing needs assessment).

In future in order to deliver the benefits identified in this Business Case we will make use of enforcement powers and take firm decisions which meet our strategic goals, while offering a consistent and high level of service to customers.

We will also ensure that our overall approach continues to prevent homelessness and contribute to the supply of homes for all. This will be in three main areas:

- Legal action to enforce standards in the private sector
- Homelessness decisions and Housing Application assessments
- Negotiations with developers over Section 106 contributions to the provision of affordable housing.

There will be implications for our ability to work in partnership with developers and landlords, and these will need to be considered but our starting position is one where:

- We make it clear that we are willing to take legal action if a property owner refuses to meet the minimum standard and address any Health and Safety risks in the property they rent out. We will offer advice and assistance first and develop our negotiating capacity to achieve an amicable resolution, but if necessary CBC will be willing to use the powers available to it to address poor standards. Publicity of this action will incentivise other owners to take action rather than face enforcement and give CBC credibility when we say what the consequences of non-action are.
- The multi-skilled housing customer team will have a proactive casework management system including supervision and review that ensures that homelessness is prevented wherever possible. If intentional homelessness occurs or there is doubt that a customer is in priority need, we will be willing to say so and explain alternatives which are available rather than accepting a duty to re-house in order to avoid a difficult decision being made. Where we are challenged we will defend ourselves robustly, but if unsuccessful we will amend practices and review what we have learnt so that all future decisions are of a consistent and high quality and meet our strategic goals of preventing homelessness.
- We will negotiate hard to deliver the 35% contribution of affordable housing on all new developments in line with the philosophy set out in the Strategic Plan. In order to bring forward delivery, however, this may result in other contributions being minimised especially where value cannot be proved. Viability of new schemes is also an issue identified with a higher level of contribution which may mean that more direct investment is required and a lower return on capital assets in order to deliver the homes required.

This new approach will be underpinned by a clear understanding by all staff of the political priorities and the agreed outcomes for housing services.

Detailed Business Case

- **Flexibility**

Central to the new approach will be building flexibility into the service to be able to move resources, both people and finances, around to meet changing need and to deliver new solutions. This will mean people need to be employed more flexibly which will be a change in direction for our current employment practice, but will allow us to target resources to projects and services quickly and more effectively. This will also allow the PSU to drive through continuous improvement matched by the appropriate resource allocation.

- **Effective management**

Making sure the service has good quality management practices will be critical to the success of the new approach. For example, developing new solutions that can be successfully implemented will require excellent communication and understanding between the two key group management posts in Strategic Policy and Regeneration and Life Opportunities. The initial business case identified the opportunity to reduce the number of managers while improving the management capability and support in the housing services. This detailed business case is proposing an option around structure which delivers this efficiency opportunity. The important work to increase management skills and capability is a priority and will form a key part of the implementation plan.

- **Motivated workforce**

As described above the structure, ways of working and process changes proposed in this business case will require an unprecedented level of flexibility on the part of staff in the housing services. This flexibility can be enabled through communication, training and development and effective management, but these actions will need to be built in to the implementation plan to ensure the associated risks are mitigated. The opportunities for people to use and develop their skills, knowledge and experience are many and varied and should, managed correctly, be a motivating factor for the workforce.

- **Learning and development**

A key enabler to all of the above cross-cutting challenges and to the successful delivery of a transformational review of this scale is our approach to learning and development interventions for staff in the service and for partner organisations. This will require an investment to make sure staff have the right mindset, skills and knowledge to be able to work flexibly with a strong focus on the customer. In many cases people will be required to take on multi-skilled roles or deliver a variety of projects, and time will be needed to be factored into the implementation plan to enable them to develop their knowledge to be able to work more effectively.

- **Outsourcing, commissioning, shared services opportunities**

The identification of opportunities to have elements of the housing services delivered differently has been a fundamental part of the approach to the review process and the following specific proposals are contained in this Business Case:

- outsourcing of temporary accommodation to a specialist Registered Social Landlord (RSL)
- shifting of adaptation role and allocations process for CBC/RSL stock to CBH
- setting up an independent letting shop, potentially on a social enterprise model
- exploring sub-regional model for delivery of allocations and medical assessment processes

Detailed Business Case

- creating a sub-regional enabling development team
- creating an 'internal commissioning' arrangement for inspections and enforcement in the private sector with Environmental and Protective Services.

Some of these proposals are well advanced, others will require some 'proof of concept' work and dialogue with partners before we can be sure that they are worth pursuing. We will describe the high-level timescales for this work in the implementation plan.

5. Opportunities Summary

To deliver the future service the following specific opportunities are proposed. A full description of each opportunity can be found in Appendix 1.

Customer Excellence

- **Effective Self-serve**

All housing customers will be encouraged to use self-serve as the starting point of their customer journey, and an increasing percentage over time will only need to use self-serve to resolve their housing enquiry. By doing this we will help people to help themselves at an earlier stage before they become in greater and more urgent need of assistance. We will work with other organisations to identify and provide information and advice to support this process.

- **Effective triage**

Triage provides better quality support to a customer to get the help they need and is a more effective and efficient means for CBC to serve its customers. For those who need to see an adviser, there will be some discussion of their housing problem to understand the nature of the problem, a summary of any action taken so far and information given to the customer about what will happen next and why. The outcome will be the customer being channelled to the best solution available at an early stage to help prevent them from becoming in urgent need of housing.

- **Multi-skilled housing customer team**

We will introduce a single housing services' customer team comprised of skilled and knowledgeable officers who can support a customer throughout their interaction with housing services. There will be clear linkages from self-serve and triage through to the multi-skilled housing customer team, with information following the customer through to resolution of their housing enquiry. Each customer would have one adviser handling their case from post-triage in the CSC through to resolution. This adviser can assist in delivering the housing solution whatever that might be, with ongoing support once the customer has achieved a sustainable housing solution.

Homes for all and developing housing solutions

- **Co-ordinated support to sustain tenancies and information sharing between agencies**

CBC will co-ordinate and direct the support available to customers from the range of providers to reduce duplication, ensure effectiveness and prevent homelessness. We will generate information sharing policies which effectively serve customers' needs and enable organisations to reduce the duplication of data collection about customers. We will seek to reduce and minimise the number of tenancies which fail because tenants are unable to cope with their responsibilities both in the affordable and private rented sector. We will research the causes of tenancy failure in Colchester and gain an insight into the scale of the problem. CBC will explore the potential for other statutory organisations to make a financial contribution to supporting vulnerable people.

- **Collaborative approach between the housing and benefits teams**

We will seek to increase tenancy sustainment and increase the number of landlords who are willing to rent to tenants claiming housing benefit by adopting a more collaborative approach between the housing and benefits teams.

Detailed Business Case

- **Education and cultural change**

In the broader community relatively little knowledge and some myths and misconceptions exist about the housing options available, including among statutory and third sector agencies. A broad spectrum of educational opportunities aimed at achieved a change of culture and expectation management will be delivered. There has been an increase in the number of young people who leave home in an unplanned way or are evicted by parents or guardians. We will reduce this number through a combination of partnership working, improved education and awareness of housing options and more direct support to people who are vulnerably housed.

- **Effective enforcement of standards in the private sector to prevent homelessness**

We will make the support provided to occupiers of private sector accommodation more effective in meeting need and preventing homelessness occurring. We will also use our enforcement powers to ensure that owners and landlords comply with responsibilities to maintain the homes they own in a good state of repair. We will take a firm line on enforcement in order to ensure best use of all stock is made while offering support and incentives to match supply with meeting need.

- **Short-term housing solutions**

We will make the shift to CBC being an enabler of short-term housing solutions instead of a provider of temporary accommodation. Through the implementation of a number of prevention and supply initiatives we will meet short-term and long-term housing need in a more effective and holistic way.

- **Colchester Association of Social Landlords**

A strengthened and supported affordable rented sector in the borough will help CBC to deliver a wide range of strategic goals. We are proposing to set up a constituted association of social landlords including CBH. There is an opportunity to bring together the 35+ affordable rented landlords in the borough, who between them rent out more than 9,000 properties, to achieve a wide range of specific goals and priorities.

- **Strong CBC / CBH partnership**

CBC and CBH can work more effectively together to share resources and skills to deliver excellent customer services more effectively and to achieve shared goals. By delivering services in a more aligned way, especially through a PSU and the CSC, we are able to deliver a number of efficiencies and provide a more flexible, responsive and proactive service to frontline customer-facing teams. With agreement we will transfer the Adaptations function from CBC to CBH.

- **Delivery of new affordable homes**

Supply of new affordable homes can be increased by a range of actions which make best use of existing assets such as homes, land, skills and resources within the existing framework. It is difficult to predict how much by, and different projects will need exploration and may have different delivery dates. Six distinct opportunities have been identified:

- Moving under-occupied tenants into more suitable homes
- CBC moving into development
- Creating a sub-regional enabling development team
- Use of public sector land
- Single Conversation with the Homes and Communities Agency (HCA)
- Joint Venture or Special Purpose Vehicle.

Detailed Business Case

- **Returning more private sector empty homes to use to increase supply**

With 2,492 empty properties in the borough on 1 April 2009 and with 924 having been empty for more than 6 months in the private sector, there exists a significant opportunity to increase supply of homes by making better use of this resource.

- **Supporting landlords to delivery more quality private rented accommodation**

In order to expand the supply of good quality private rented accommodation available on longer term lets, especially to people who may need to claim housing benefit, it is necessary to have a stable large-scale and professionally managed private rented sector.

We will deliver this in two ways:

- through a landlord accreditation scheme and relevant support
- setting up an independent letting service, potentially as a social enterprise, to drive up standards and explore other business opportunities.

Professional Support Unit

The PSU will be a customer-focused, multi-skilled professional service which will play a critical role in translating strategy and service plans into delivery. The structure of the unit combines a larger multi-skilled core operations team with smaller specialist teams to provide a wider range of capabilities and a greater degree of flexibility enabling continuous improvement.

This future service would require the following:

- a redesigned 'front-end' process for customers
- the alignment of housing solutions for customers with other key drivers of improved life chances
- a stronger focus on CBC's 'strategic enabling' role in housing
- greater collaboration between CBC and CBH across the whole housing function
- a new organisational structure and more flexible ways of working.

6. Customer, Efficiencies and Effectiveness benefits

This future service is expected to deliver the following benefits:

Customer Excellence

By implementing the recommendations customers will:

- be able to easily find the information they need to resolve many of their enquiries themselves
- have better access to all housing services and their enquiries dealt with in one place
- only have to give information once and expect it to be recorded accurately
- have more of their enquiries resolved at the first point of contact and reach a solution to their need more quickly
- indicate (through future Touchstone work) that their experience of the service has improved
- if they need the services of the multi-skilled adviser team know who their lead officer is, what is happening on their case and who else has been informed
- where they are identified as needing it, have the support they need to be able to maintain their home.

Efficiencies

- By implementing the proposed new structure the people resource in the services could be reduced by around 25% by the end of year 3. This includes the resources that could be shifted to other parts of CBC and CBH.
- The resulting potential reduction in staff costs would start in year 1 of the implementation and be phased through to the end of year 3. An initial assessment by Resource Management of the division of these savings between General Fund and Housing Revenue Account suggests approximately a 50:50 split.
- The above assumption includes a potential reduction in the management overhead of nearly 50%.
- There is revenue investment signalled in the opportunities for example either one-off costs around IT or prevention and education initiatives. It is assumed this will be covered from in service efficiencies during the implementation.
- The proposed changes to the customer journey should result in a reduction in the 'cost to serve' of low to medium need customers while improving the quality and speed of the service.

Effectiveness

The new approach is based on making sure that:

- strategic solutions to provide more housing can be developed and delivered on the ground and their impact assessed
- specialist staff resources will be targeted to those in higher and more complex housing need
- increased staff motivation through opportunities for staff to develop their skills, knowledge and experience
- resources are shifted to earlier intervention in communities where it is more cost effective to help people in earlier stages of need
- processes will be simplified to reduce duplication, ease customer access and reduce unnecessary cost

Detailed Business Case

- by supporting people to manage their homes effectively we can reduce the number of people needing our services in crisis situations
- managers have the support, skills and ability to manage their people effectively and improve performance,
- the Council's assets, skills and resources and those of its partners are used more appropriately to make sure whoever is best placed to deliver does so.

7. Decision Making and Implementation

The detailed business case has a proposed planned decision making route which would need to be completed before the main implementation plan can begin.

It is proposed this will be:

- Draft Business Case for discussion with Leadership Team on 6 October 2009
- consultation and communication with Senior Management Team, Colchester Borough Homes and Housing services staff during October
- Scrutiny by Strategic Overview and Scrutiny Panel on 3 November
- Final decision by Cabinet on 2 December 2009.

Final agreement of the decision making timetable will be confirmed during November.

Implementation

It has always been made clear that the implementation stage is when the real hard work begins. This will involve making sure that the new service and approach can be brought in while maintaining a service to our customers and supporting our people through significant change to their roles and the introduction of the accommodation changes and flexible working. A detailed implementation plan will be developed when Leadership Team is broadly in agreement with the detailed business case in order to continue the momentum of the review. Assuming the above decision making route is agreed, the draft Implementation Plan will be developed during November in anticipation of starting the Human Resources and ICT parts of the process in January 2010 depending on the Cabinet decision being made in December.

Although the implementation and delivery of the detailed business case will take up to three years to realise some of the benefits, it is expected that the recruitment process will be managed in the early months of 2010 in order to have the proposed new structure in place as soon as is possible. However, alongside this will be the training, handover, integration with the CSC and other issues which need to be delivered before some of the staff resource can be reduced. The implementation plan will detail how this will be managed effectively to ensure the benefits to our customers can be delivered and any efficiencies are achieved as soon as possible in the implementation period.

As part of the Implementation Plan, an appropriate draft structure detailing all posts needed to provide the new service going forward will be put together with draft Job Accountability Statements to reflect the roles within the new structure. These new roles will be assessed by the Human Resources (HR) team as either new or existing, and this will drive the implementation in terms of whether individuals will be ring fenced or whether a recruitment process will be required. However, given the transformational nature of the review it is expected that a significant HR recruitment process will be undertaken as part of the implementation of this review which could affect the majority of the staff across the Housing services.

A minimum of one-month staff consultation will take place once a structure and the roles are in draft form, and support will be given to those who may be subject to either redundancy or redeployment. Unison will continue to be consulted as part of the implementation plan.

Equality and Diversity

An initial equality and diversity impact assessment has been carried out and is attached as Appendix 2 and published on www.colchester.gov.uk/diversity. The assessment will be revisited during the implementation phase.

8. Risks

The high-level risks associated with this review, which are being actively managed, are as follows:

- Failure to drive through process change and deliver efficiencies
- Failure to deliver improved customer experience and outcomes
- Lack of clarity on political priorities and aspirations
- Low staff buy-in and support for the review
- De-stabilisation of the frontline service during the implementation phase
- Failure to hit National Indicator/Local Area Agreement targets
- Ongoing impact of the recession on opportunities identified and volume of customer contact
- Lack of capacity and resources to deliver implementation plan.

A full risk register for the review will be developed as part of the implementation plan.

9. Communications

The key communication audiences for this review are

- Customers of the housing services
- Cabinet
- Managers in the housing services
- Staff in the housing services
- CBC senior management team
- Managers, board members and staff at Colchester Borough Homes
- Strategic Overview and Scrutiny Panel
- All councillors at CBC
- All staff at CBC
- Media – local and trade
- Partner organisations including sub-regional partners and local providers
- GO-East and Communities and Local Government.

A more detailed communications plan will be developed as part of the implementation plan.

3 November 2009

Report of	Head of Street Services	Author	Dave McManus Tel. 282625
Title	Street Care Strategy review		
Wards affected	All		

The Panel is invited to note and comment on a review of the Street Care Strategy. It is proposed that the strategy be agreed as a consultation draft and that views from interested parties be invited upon it before formal adoption

1.0 Introduction

- 1.1 In 2006 the Council established an agreed Strategy and Improvement plan which would bring greater focus and integration to the planning and delivery of street care activities. The Strategy informed the operational review of street care practices
- 1.2 The Strategy and Improvement plan was geared toward improving the quality of the environment, achieved by improving litter standards, removing the blight of abandoned vehicles, fly-tipping, graffiti and fly-posting, improving feelings of safety and security and engendering a sense of care and respect for the place in which people live, work and visit.
- 1.3 The Strategy set out a clear three year action plan to achieve its priorities. Whilst most priorities were achieved the Strategy is now outdated and requires a review. The Improvement Plan update can be seen as Appendix One
- 1.4 Research and public opinion strongly indicates the desire of most people to live and work in an attractive and safe environment. People notice when an area is dirty, littered or poorly maintained - and they have the tendency to blame the Council for this. Research shows that resident views of their council are influenced more by street cleaning and refuse collection than by services like social care and education that are used only by a minority.
- 1.5 However, there is clearly a finite resource available for investment in street cleaning and street care and therefore it is important that focus is given to key priority areas so that the potential impact of scarce resources can be maximised. In this respect it is essential that the Council develops a cohesive and integrated approach to street care and street cleaning in the Borough.
- 1.6 The government continues to believe that the quality of our public spaces has a profound effect on how people feel about their local area. We know that people want to live in places that are clean, safe, more attractive and welcoming. Places that encourage and foster greater social interaction and

create stronger communities with a sense of belonging. Neighbourhoods where crime, anti-social behaviour and disrespect for people and the physical environment is not tolerated.

1.7 The existing Strategy focused on what the Council could do for its residents and visitors. The Strategy review looks to focus on a sense of community and pride in the area where we live and work.

1.8 The Department of Communities and Local Government and Keep Britain Tidy support the Cleaner Safer Greener (CSG) programme

Cleaner - by seeing that they are properly maintained with efficient local services

Safer - through the way they are planned, designed and looked after.

Greener - by ensuring everyone has access to high quality parks and more attractive public spaces

1.9 The CSG agenda recognises that the quality of people's experience of public spaces has a major impact on their quality of life, affecting their sense of well-being and defining how they feel about the places where they live. It acknowledges and responds to the relationship between local environmental quality, people's health, their fear of crime and the social and economic vibrancy of the community. This link is further established as a significant factor in determining improvement or decline. The CSG agenda highlights the strong relationship between levels of deprivation in an area and the condition of the local environment, making connections to poor health, crime and educational outcomes.

1.10 One of the most important factors affecting the quality of life in any neighbourhood is how well its public spaces are managed and maintained. And by public spaces, it means not only streets, pavements, car parks, play areas and green spaces but also houses, shop frontages and private gardens.

1.11 The CSG programme brings together services and agencies with policy responsibilities that have an impact, directly or indirectly, on public space. Priorities for the CSG programme are:

- Making places cleaner and maintaining them better
- Improving the physical fabric and infrastructure of places
- Creating attractive and welcoming parks, play areas and public spaces
- Making places safer and tackling anti-social behaviour
- Involving and empowering local people and communities
- Catering for children and young people

1.12 It will therefore be a focus of the Strategy to work closely and form partnerships with other services, agencies and communities.

1.13 It will be our intention to present the electronic version of the Street Care Strategy on the 3rd November and present the themes and targets for discussion.

2.0 Strategy Progress

2.1 An extensive improvement plan was devised as part of the original Strategy. Many improvements and achievements have been seen as implementation was successful. This is attached as Appendix One to this report. Amongst these achievements have been:

- The introduction of a series of high profile, nationally successful campaigns designed to educate and increase awareness. Sponsored by Defra and Encams (now Keep Britain Tidy Group) these campaigns resulted in a 95% reduction in fast food litter in 2006, 66% reduction in smoking related litter in 2007, 60% overall reduction in chewing gum in 2007 and campaigns seeing a reduction of 49% in fast food litter in 2008.
- Enforcement has been an important element with over 600 fixed penalty notices issued for various environmental crimes such as littering, fly posting and waste related offences.
- The Eco schools programme was launched
- Partnerships were established with Braintree District Council and Chelmsford Borough Council as a joint initiative which enabled a joint working approach to education. This enabled campaigns to be more high profile and successful and affected the results of those campaigns.
- A Urilift was installed in the town centre to tackle indiscriminate urination
- The toilet strategy saw improvements to St Mary's, St John's, Wivenhoe, Dedham, and the award winning Lion Walk
- Operation Spring Clean has been a regular event each year with many community and voluntary groups taking part
- Recycling litter bins were installed in the town centre
- An investment of £500k in 2007 introduced a fleet of mechanical sweepers allowing streets across the Borough to be swept on an eight week cycle instead of 12.
- We adopted a highly visible, strongly branded council cleaning operation – Keeping Colchester Clean and our 'watch your waste' vehicle livery.
- We established a high profile "Handyman" service to the town centre
- We are currently trialling the recycling of mechanical street sweepings

3.0 Delivery

- 3.1 In this second stage of the Strategy, focus is given not only to improve street cleaning standards outlined in the Environmental Protection Act 1990 (EPA 1990) but to have a structured approach for those Schools, businesses, individuals and community groups proactively involved in helping to keep Colchester a clean, safe place to live, work and visit
- 3.2 This Strategy document is the first of its kind for Colchester Borough Council, an entirely electronic and interactive version which supports the Council's sustainability objectives by reducing the need for paper copies. The document does offer a printable version, which you can download or by choosing a link at the top of each tab. Alternatively a printed copy would be available at our customer service centre should anyone wish to have one.
- 3.3 Additionally, the Strategy document is a live document which allows us to update it as and when each item on the improvement plan reaches a new milestone in its development but also means that we can reflect changing customer priorities given the current economic and social climate. Items are listed in current priority order and if re-prioritised, will contain an explanation of the reasons behind the change.
- 3.4 The Strategy will also focus on education and information in its content. It is not simply enough to inform our customers of what we do but also why we do it. There will therefore be links to our policies and procedures and information on our statutory requirements.
- 3.5 It is suggested that the Strategy be agreed as a 'consultation draft' and views from interested bodies be invited before formal adoption by Portfolio Holder.

4.0 Strategic Plan references

- 4.1 The Strategic Plan includes 'Be Clean and Green' as one of its aims and as one of nine corporate objectives the priority to 'Reduce, Reuse and Recycle'.
- 4.2 Street Care services are identified in the Strategic Plan as an area in which there will be some significant changes to the direction, quality and level of service. The Street Care Strategy and Improvement Plan is the means to achieve this.
- 4.3 Recent research carried out to inform the priorities to be included in the Strategic Plan identified street care as a key area for improvement, with one of the lowest satisfaction ratings of all Council services.
- 4.4 Destination benchmarking research also highlights concerns about the cleanliness of Colchester's streets and the need to improve the quality of public toilets. This research compares visitor opinions about Colchester to those for similar historic towns; the results indicating satisfaction levels significantly lower than the average for other towns. Resident benchmarking

surveys [same survey but restricted to residents rather than visitors] show a similar position.

5. Consultation

- 5.1 Engagement with local people and communities is inherent in the strategy through the education and enforcement themes. It is increasingly recognised that improving local environmental quality and particularly tackling and resolving 'low-level' neighbourhood problems such as litter and graffiti, abandoned cars and other nuisance behaviour is reliant on a neighbourhood approach.
- 5.2 A series of workshops will be undertaken to ensure that the direction and ideas included in the strategy and improvement plan are informed by the staff engaged in the operational activities. The feedback from these workshops will also inform any review of street cleaning operations.
- 5.3 It is proposed that comments from interested parties be invited on the draft strategy and improvement plan.

6. Publicity considerations

- 6.1 Given the importance and value that local residents place upon street care and street cleaning services this review of the strategy and improvement plan is likely to attract significant media and public interest.
- 6.2 Once agreed a customer focused version of the strategy will be produced as part of a wider communication plan.

7. Financial implications

- 7.1 The street care strategy sets out the direction and intent for a range of street care activities. Agreeing the strategy itself does not have any immediate financial implications.
- 7.2 However, putting in place the necessary services to deliver the strategy and improvement plan may have some significant financial implications. The limitations on resources available will need to be recognised in subsequent action planning.
- 7.3 The operational review of street cleansing and related services to be undertaken as part of a fundamental service review will identify any further financial implications.

8. Equality, Diversity and Human Rights implications

- 8.1 There have been many occasions where offensive graffiti has been seen in Colchester particularly racist and homophobic. It is therefore the intention of

the Council, through this strategy, to deal with offensive environmental crime as a priority.

8.2 This strategy also looks to plan and control areas of pavement cafes and street furniture therefore managing the street scene and ensuring accessibility

8.3 There are no other particular human rights implications.

8.4 An Equality Impact Assessment has been completed in line with this strategy.

9. Community Safety implications

9.1 A cleaner tidier place with less instances of antisocial behaviour will lead to improved perceptions about the place, less fear of crime and improved community safety.

9.2 Community safety is particularly important in projects such as Safer Colchester and the regular days of action providing extensive community based projects.

10. Health and Safety implications

10.1 There are no particular operational health and safety implications as working practices will ensure a safe environment.

10.2 There are though health and safety implications by not clearing litter, graffiti, abandoned vehicles etc in an efficient and timely manner. Areas can become run down and lead to perceptions of crime and reduced levels of community safety.

11. Risk Management implications

11.1 The main risks surround the possible difference between the aspirations of the strategy and managing the expectations of what can be achieved with the resources that may be available. This risk may be intensified as these services have a significant influence on public opinion and the perception and reputation of the Council.

11.2 The other main risk concerns achieving a balance between education, enforcement and operational aspects. Enforcement in particular may not be universally popular or easy to sustain. Whilst the clear goal is to reduce the amount of litter and other anti-social behaviour taking place and thereby contain the operational costs, the expectation may be that the Council should be prepared to deploy infinite resources to clear up afterwards. The strategy may take some time to balance. Initial 'up front' investment will be required to gain medium term benefits.

Background Papers

Appendix One - Previous Street Care Strategy Improvement Plan update

Appendix Two – Place Survey and Mori poll

Appendix Three – Residents and Visitor Benchmarking surveys



Street Care Strategy

Summary and Introduction

In 2006 the Council established an agreed Strategy and Improvement Plan which would bring greater focus and integration to the planning and delivery of street care activities. The Strategy informed the operational review of street care practices

The Street Care Strategy and Improvement Plan was geared toward improving the quality of the environment, engaging local people, businesses and partners, improving feelings of safety and security, developing behavioral changes and engendering a sense of care and respect for the place in which people live, work and visit. It set out the steps we would undertake during the past three years to achieve it. The strategy recognised that legislation by itself would not change environmental habits without the support of the local communities.

Three years on it is time to review the Strategy and update the priorities within it. It also needs to examine its direction and ensure the focus is correct. Our aim is to make Colchester a more sustainable and clean Borough for all those who live, work and visit us by maximizing our street based services and making Colchester a preferred destination for visitors, business location and investment.

This ambition is reflected in 3 of the Council's 9 core objectives for the Strategic Plan– Community Development, Community Safety, Reduce, re-use and recycle.

Colchester Borough Councils' first Street Care Strategy was introduced in 2006 to improve standards of cleanliness in Colchester and the quality of the local environment. The 2006 Strategy adopted a proactive approach to litter, education & enforcement and other local environmental quality issues in response to the 2005 Strategic Plan Public Consultation.

In this second stage of the strategy, focus is given not only to improve street cleaning standards outlined in the Environmental Protection Act 1990 (EPA 1990) but to also have a structured approach for those schools, businesses, individuals and community groups proactively involved in helping to keep Colchester a clean, safe place to live, work and visit. This Strategy is broken down into 3 areas: The **Street Scene Improvement Plan**, **Community Engagement and Development Plan** and the **Partnership Working Plan**.

This Strategy document is the first of its kind for Colchester Borough Council, It's an entirely electronic and interactive version, and supports the Councils

sustainability objectives by reducing the need for paper copies. The document does offer a printable version, which you can download here or by choosing the link at the top of each tab. Alternatively, you can view or ask for a printed copy at our Customer Service Centre should you wish to do so.

Additionally, this document is a live document, this allows us to update you as and when each item on the Improvement Plan reaches a new stage in its development but also means that we can reflect changing customer priorities given the current economic and social climate. Items are listed in current priority order and if re-prioritised, will contain an explanation of the reasons behind the change. This is supportive of the Strategic Plan 2009 – 2012 and Street Services group summary plan in relation to our Customer Excellence aims

TAB 1 – 'THE LAW'

All local authorities are guided by, and in some cases, statutorily required by central and regional government legislation. To continue to improve street cleanliness and to provide residents and businesses with the best value for money, Local Authorities use this guidance to form local policies and procedures.

Much of the legislation and guidance used by local authorities in local environmental quality is found in full here:

Environmental Protection Act 1990
Clean Neighbourhoods and Environment Act 2005
Town and Country Planning Act 2005
Control of Pollution (Amendment) Act 1989
Dogs (Fouling of Land) Act 1996
Refuse Disposal (Amenity) Act 1978
Anti-social Behaviour Act 2003
Defra
Keep Britain Tidy
Litter Code of Practice

However, links to specific parts of each act are contained in the relevant procedures here.

Colchester Borough Council's Street Care Team operate under a number of policies and procedures including the following, each separate policy has links to online reporting forms available on the website.

[Links will appear here](#)

Central Government Targets and National Indicators (NI):

NI195 and NI196 – Central government cleanliness targets

Local Targets and measurements:

ex 218a – Percentage of abandoned vehicle reports investigated within 24hrs

ex 218b - Percentage of abandoned vehicle removed within 24hrs of investigation

SS1 – Number of fixed penalty notices issued

SS9 – Percentage of graffiti removed within 7 working days of report

The strategy is written to ensure both Central Government targets and customer needs locally are met. And as such will incorporate the new NI 195 standards and response times for removal of litter.

<p><u>Street Scene Improvement Plan</u></p>	<p>Summary:</p> <ul style="list-style-type: none"> • Revision of street cleansing service including schedules and sweeping / litter picking methodologies • More accessible route information available, meet the need of individual areas by using NI information • Revision of routes for sweeping, litter picking. • Increase the recycling of street cleansing waste, • Structured and effective maintenance programmes in place, • Deal with 'grot spots' • Improved sweeping of traffic Islands, • Consistent cleansing standards • Increase recycling awareness on the go • Continue to carry out high profile 'blitz' cleaning initiatives in targeted areas • Develop a mapping system for all litter dog and recycling bins 	<p>Updated:</p>
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Street Scene Improvement Plan

Review of Street Cleaning operations will look at re-categorising relevant land into the zoning system introduced by revised Code of Practice on Litter and Refuse which defines the standard of cleanliness expected. This will adjust the cleaning regime, methods and frequencies accordingly by revising routes and schedules to meet the needs of individual areas. The Code of Practice requires authorities to prepare a map of its district identifying areas of high, medium and low intensity of activity, and areas with special circumstances. The Code of Practice links these zones to the standard land uses used by the previous Cleanliness Performance Indicator BVPI 199. (now NI195) This will enable residents to view the zone they live in and the expectation and statutory requirements for that zone in addition to the locally identified priorities

More accessible route information by using existing technology to manage our route system by online mapping of street sweeping routes on C-Maps, a Council mapping system, including the frequency and schedules. This will enable residents to view online when their road will be swept allowing for private vehicles to be moved to ensure our sweepers can access all areas. Once the new regimes are established further monitoring of hotspot areas will allow these to be targeted for enhanced cleaning.

Online mapping of all litter and dog bins Borough wide to ensure accuracy of reporting issues and to allow residents to view locations and assist in decisions on relocation if necessary. – to provide real time information on bin emptying schedules for each cleaning route and contact details for private land/ privately owned street furniture.

Tackling hot-spot areas by identifying priority zones and required frequencies as part of the review

Increasing recycling of street waste by working with Essex County Council and in line with the Strategic Plan we will look to explore the feasibility of recycling the street sweeping detritus and litter pickings collected from the Boroughs streets and pavements. The street sweeping operations collect an average tonnage of 2,500 tonnes of sweepings annually and Investigation is required to seek the available options open to us for sweeping to be processed and separated as an alternative to the current method of landfill disposal. This proposal, if successful, will not only assist in reducing waste to landfill, but will also assist with improving our recycling rate.

Structured and effective maintenance programmes available to view through this website to provide residents and businesses with up to date information and schedules.

Improved sweeping of traffic islands. Incorporated into the schedule, traffic islands which require sweeping 'out of hours' when traffic is at a minimum. currently traffic islands are swept on an ad hoc basis. As part of the review, these will be incorporated into the schedules to ensure regular sweeping and reducing build up of detritus

Consistent cleansing standards, available to view online

Increase awareness of recycling 'on the go' additional on-street recycling bins – targeted campaigns to focus on street recycling and published collection statistics on contamination of the bins currently in use

High profile blitz cleaning in targeted areas – areas identified as priority zones during the street scene review will benefit from targeted blitz cleans in addition to regular sweeping and litter picking. Areas will be identified as priority by matching zones with our historic data with current street cleaning requests.

<p><u>Community Engagement and Development Plan</u></p>	<ul style="list-style-type: none"> • Tidy Business Standards scheme • Community groups and Neighbourhood Environmental Action Teams • Adopt an 'Eyes and Ears' programme • Improve methods of communication relating to street care issues • Investigate options to deliver improved services minimising costs • Investigate options to give local people more influence over local decisions • Investigate alternative options as a replacement for Fixed Penalty Charges • Reward schemes • Reduce negative impact of Night Time economy by ensuring streets are clean safe and welcoming • Identify and support existing community pride programs which relate to litter prevention and management and Initiate and develop new community programs as necessary • Safer Colchester project 	<p>Last update</p>
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Community Engagement and Development Plan

Investigate options to deliver improved services minimising costs. Publicise current budgets to ensure residential feedback is well informed, prioritise services based on residents own priorities. Investigate options to deliver services by reducing pressure on current budgets For example: sponsorship for litter, recycling and dog bins and local clean up events.

Develop a local Tidy Business Standards scheme - aim to educate, encourage and reward good environmental practice in businesses. The scheme should encourage businesses to implement initiatives for waste minimisation as well as improving the local environment. In turn businesses will receive recognition and local PR opportunities.

Community groups Help set up, support and maintain groups within the local community to assist in community litter picking events, provide residents with graffiti cleaning kits, litter picking equipment and materials to support creating a clean, safe and green environment. Information packs to be designed and provided to residents including contact details for officers to assist with queries – a ‘reporting hotline’ to enable traceable reports and dedicated information available to community groups and an environmental award scheme for groups and individuals involved.

Improve methods of communication relating to street care issues – by publishing enforcement guidance and clear information on how to report, action and deal with street care issues such as abandoned vehicles, fly tipping, graffiti and litter. Access to information on fixed penalty notices and the process of these, ‘what happens next’ information, what you can do if you witness environmental crime and the process that follows. Updated information on street cleaning routes and schedules, public toilets, litter picking schedules and services offered by the street care team.

Investigate options to give local people more influence over local decisions - participatory budgeting to be investigated to enable residents to have input on decisions on how and where budgets could be best spent in relation to street cleaning issues, litter and dog bins. Budgets to be more accountable in terms of street cleaning services. Information on the budget spent on essential services and how that money is currently allocated.

Investigate alternative options for Fixed Penalty Charges – offering offenders options to the fixed penalty notice taking into account the current financial climate and successful reparation schemes being undertaken in other authority areas. Investigate the option of offering a choice of providing a

service to the community (equal to the amount of the fixed penalty notice) options to include graffiti cleaning and litter picking for a specified period of time or to pay the original fixed penalty notice. Health and safety implications to be investigated and the actual value to the community to be assessed with presentations to local magistrates to highlight benefits of such a scheme as well as local facts and figures on the impact of environmental crime.

Reward Schemes – Incentives. While it is important to be responsive to negative littering behaviour it is equally important to encourage, reward and reinforce those who are actively participating in and/or encouraging positive disposal attitudes and behaviours. Reward programs, provision of financial and resource assistance and community pride programs are all effective incentives that help to encourage the correct attitudes and behaviours. Recognise, encourage and reward best practice litter prevention and management initiatives undertaken by the community

Reduce negative impact of Night Time economy by ensuring streets are clean safe and welcoming working with existing services and project groups to continue to improve the town centre and surrounding areas during the evening hours. Investigate delivering flexible schedules for street cleaning in and around local hotspots such as the Town centre

<p><u>Partnership working Plan</u></p>	<ul style="list-style-type: none"> • Work in partnership with existing local groups and Registered Social Landlords • Attain and manage consistent cleansing standards between Colchester Borough Homes and Colchester Borough Council. • Introduce litter education programme and preventative measures in schools and colleges • Continue to use and improve upon Days of Action events. • Lead and participate in County wide partnership formation between local authorities to produce consistent policies and procedures. • Participate in and work with Neighbourhood Action Panels (NAP's) 	<p>Last Updated:</p>
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Partnership working plan

Participate and work with NAP's link to your local NAP here. Link to Street Care's current NAP requests

Youth offenders and probation service – already a successful partnership, we currently work with the local youth offenders team painting out graffiti in subways and on local street infrastructure. Click here to see work currently undertaken with the youth offender's team We will be expanding this 'community' service to include the probation service.

Work in partnership with existing local groups and Registered Social Landlords and attain consistent cleansing standards between Colchester Borough Homes (CBH) and Colchester Borough Council (CBC) to seek and explore closer working relationships with Colchester Borough Homes and other partnering bodies in dealing with litter picking, fly tipping and graffiti removal. Working together to improve overall standards and faster response times to works required, which will assist in improving our customer satisfaction and perception of their local environment.

Partnership agreements would also enable improved communication flow to the customer and other council departments, primarily the Customer Service Centre, as requests for litter picking, fly tipping and graffiti removal in areas maintained by CBH and other partnering bodies could be carried out by Street Services directly, rather than navigating unlimited council processes thereby simplifying the reporting procedure and time scales involved.

Introduce litter education programme and preventative measures in schools and colleges with the help of reward grants from Local Area Agreements (LAA) funding from Colchester 2020. Colchester Borough Council will be working with local schools to introduce a programme of events to educate and inform schools in relation to litter and environmental crime. Participation in local litter picking events, an 'environmental team' within schools that teachers and pupils can attend to organise school events for litter clearance, the environmental and economical impact of litter. Schools wishing to participate can contact us via this link for further information.

Days of Action these successful events will continue borough wide, targeting areas in conjunction with Essex Police, the Environment Agency and local partners to participate in the community event.

Lead and participate in County wide partnership formation between local authorities to produce consistent policies and procedures continuing the partnership theme, to explore best practice with other Essex authorities, to develop consistent policies and procedures for street cleaning, education and enforcement county wide, including regional information sharing networks and the development of best practice guidelines and training. Publish online and

make available in the Customer Service Centre to view.

TAB 3 – FACTS AND FIGURES

The Street Cleansing team's 2010-2011 annual budget is £1,021,900 and is broken down into sections:

Employee costs	£839,000
Dog and litter bins	£20,000
Materials, brushes, clothing etc	£74,500
Fuel	£88,000

Other fact and figures:

- Income generated - £74,500 from partnership working
- Employs 46 staff who litter pick, road sweep, clean and maintain public toilets, empty litter and dog bins, monitor and look after the town centre and borough wide, issue fixed penalty notices to litter droppers, manage and monitor performance and respond to public enquiries/needs/objectives
- Empties and maintains 945 litter bins
- Empties and maintains 757 dog bins
- Collects 39,844.93 tonnes of waste each year
- Collects 22,363.25 tonnes of household recycling each year
- Collects 2,900. tonnes of street sweepings year
- Maintains 25 street cleaning vehicles
- Collects abandoned vehicles (vehicles not claimed within 24 are crushed and recycled)
- Investigates and clears over 300 fly tips a year
- Maintains 17 public toilets in the Borough
- Organised and participated in 10 Campaigns over 3 years

TAB 4**COMMUNITIES**

The most important factor in ensuring Colchester is clean, green and safe is YOU.

Legislation has been introduced to enable local authorities to structure their approach and play a central role in litter management through provision of litter bins, street cleaning, enforcement and running targeted litter campaigns. Local government spends millions on litter clearance and management each year and budgets are set with this in mind. But it is local communities who can support us in ensuring we can achieve long-term positive behavioural changes needed. The Street Care Strategy will focus on community engagement by

- **Increasing community participation in litter collection and prevention of litter**
- **Creating, supporting, expanding and securing continued resources for community clean up groups and projects**
- **Develop community pride through local action.**
- **Provide assistance and/or resources to groups and organisations wishing to undertake litter prevention and management initiatives**
- **Recognise and reward best practice in litter prevention and management within all sectors of the community**
- **Give residents more influence over local street care decisions**
- **Identify, support and maintain local community action groups and set up Neighbourhood Environmental Action Teams (NEAT) in each ward.**

Why form a group?

There are many different reasons why you may want to set up a group -

- You may have some good ideas and need some more people to help make it happen
- You may want to meet up with other people who have had similar experiences to yours, or a similar outlook on keeping your local area clean and free from litter so that you can offer each other support and advice
- You may want to give an existing group a recognised structure in order to attract funding?

Websites

<http://www.keepbritaintidy.org/>

Help, advice and funding for groups

http://www.fit4funding.org.uk/help_and_advice/preparation/setting_up/

<http://www.direct.gov.uk/en/HomeAndCommunity/Gettinginvolvedinyourcommunity/Charitiesandcommunitygroups/index.htm>

<http://www.communityhelpers.co.uk/setting-up-community-group.html>

TAB 5 EDUCATION

Litter poses serious social, economic and environmental costs. Not only is litter aesthetically displeasing, it is a potential threat to human and ecological health and it incurs a huge impact on local and central government who have to spend time and money to clean up litter. Litter also has social implications, in that littered areas tend to attract anti-social behaviour such as petty crime, vandalism and graffiti.

The impacts are real, the issue is genuine and litter is increasingly being recognised as an important component of the national environmental agenda. For the last three years, Colchester Borough Council has implemented several litter prevention and education campaigns with the aim of working towards a litter-free Borough. While we are not there yet, much work has been done towards tackling the issue of litter in Colchester.

Education, information and training are essential components in the fight against litter. They are proactive mechanisms useful in raising the profile of litter issues and achieving long term, positive behavioural change. The updated strategy continues to focus on providing a consistent and coordinated approach to litter education and information both in schools and in the community.

Litter education is more than simply the transmission of information about litter and littering behaviours. It should also highlight how to incorporate behaviour change strategies into local projects. This can include engaging the community, removing barriers and facilitating the rapid adoption of new ideas and behaviours.

Our Campaigns are intended to provide a consistent and clear litter message, and ensure litter information is available and accessible to everyone. The ongoing development of resources will be based on best practice which allows for implementation and the commitment to maintaining and improving local litter prevention networks ensuring information sharing is a priority.

All campaigns are backed by Keep Britain Tidy and Defra with materials available to order to support these campaigns in your local environment.

Previous campaigns have included targeting fast food litter (rats campaign, Eng-Urgh-Land and Dirty Pig) smoking related litter, car litter, fly tipping and the Big Tidy Up.

Information on all campaigns past and future, and how you can join in or order equipment and posters can be found here ([link to website](#))

In addition to our continuing support and participation in Keep Britain Tidy campaigns, Colchester Borough Council will:

- Develop a consistent approach to school litter education in Colchester,
- publicise all relevant litter prevention information and local news on our website,
- Facilitate the development of local and national litter prevention networks for information sharing in community groups,

TAB 6**– ENFORCEMENT**

Enforcement is a fundamental part of improving the local environment and at Colchester we believe it should be used alongside a structured programme of education (link to education tab) A coordinated approach between the Street Care Officers, Community Street Wardens (CSW), Park Rangers (web link) and Essex Police (web link) was implemented in the 2006 strategy with the intention to make full use of the powers outlined in the Clean Neighbourhoods and Environment Act (CNEA) 2005. This has been in place since the 2006 Strategy and Colchester Borough Council has successfully implemented both fixed penalty notices and prosecutions for environmental crime.

This Council firmly believes that it should not be the responsibility of the council tax payer to be burdened with the costs of clearing up after environmental-criminals. Fixed Penalty Notices are issued, in a zero tolerance approach, to anyone who is caught dropping litter, engaging in acts of vandalism (including graffiti and scratching paintwork), fly-posting, fly-tipping, and other environmental offences. Currently, money collected from these offences is re-invested into the street scene through initiatives such as public education/campaigns extra bin provision and other service provisions.

The Council's Street Care Team, CSW, Park Rangers, including Castle Park Security staff and PCSO's patrol both the town centre and on a borough wide basis and operate this zero tolerance approach to litter and defacement. The teams operate under a number of policies and procedures including the following. Each separate policy has links to online reporting forms available on the website.

Litter, including from a vehicle.

Grffiti – our policy on how we deal with graffiti on private and public land, including our response times. What you can do if you spot graffiti

Fly posting Colchester's policy on what constitutes fly posting and how we enforce this.

Waste Offences

Domestic properties (household waste)

Commercial properties (business waste)

Unauthorised distribution of free printed matter

Waste carrying offences

Abandoned and nuisance vehicles, including cars for sale on the highway.

Fly-tipping – what to do if you see fly tipping, how we can help private land owners and how we deal with waste on public land.

TAB 7

ACHEIVEMENTS – IMAGE MAP to follow

- 2006-2008 Strategy introduced a series of high profile, nationally successful, campaigns designed to educate and increase awareness in the enforcement process and sponsored in part by Encams. (Keep Britain Tidy)
- In 2006-2007, 120 Fixed Penalty notices were issued for litter, abandoned vehicles, fly posting and graffiti for the period April 2006 to March 2007. This had increased from 21 Fixed Penalty Notices issued for 2005-2006. 2007 – 2008 saw a further increase of 274 notices issued by the Council. This income was used for funding educational campaigns and contributed to the street infrastructure such as cigarette bins for the town centre
- Eco Schools and joint partnership working introduced with our Strategic Waste team
- Partnerships were established with Braintree District Council and Chelmsford Borough Council as a joint initiative which enabled a joint working approach across districts and added to the success of campaigns
- Urilift toilet installed in the town centre in order to deal with indiscriminate urination
- Appointment of a further Street Care Officer, enabled due to joint funding with Lion Walk and Culver Square. New uniforms and branding for highly visible Street Care Officers.
- Operation Spring Clean
- A significant investment in new mechanical sweepers in 2007 has increased street cleaning schedules from 12 weekly to 8 weekly and implemented a new route pattern giving greater coverage on a regular basis. This in turn has improved NI 195 results borough wide. Revision of street cleansing regime and sweeping / litter picking methodologies **this information is available on our website by the publishing of cleansing schedules. Technological improvements still need to be made to ensure systems are accurate, easy to use and support residents expectations of the information they require.**
- Adopted a highly visible, strongly branded council cleaning operation – Keeping Colchester Clean and our ‘watch your waste’ vehicle livery.
- Toilet Strategy – Refurbishment of St Johns, St Marys, Lion Walk, Dedham and Wivenhoe

- Establish dedicated town centre maintenance person
- Improved working relationships with Police and PCSO's
- Distribution of free printed matter reducing the distribution of leaflets and flyers in the town centre
- Introduce the CNEA 2005 powers to remove abandoned vehicles
- Introduced a business pack informing businesses of all the restrictions the new legislation has imposed, and remind them of current practices with regards to the presenting of waste

ENDS

Improvement Plan

This improvement plan captures a wide range of ideas, grouped into the three broad themes, which have the potential to address key areas for improvement identified. At present these are prioritised into three categories (A being the highest priority, C the least), reflecting the urgency, potential cost to benefit ratio, practicality and deliverability of the item. Following the feedback on the strategy it is intended that the Improvement Plan would then be translated into 'SMART' one or two year action plans, with specific and measurable targets and deadlines set.

Theme – Education

Target for Achievement	Intended Output	Actions to date	Outcome Expected	Priority	SMART Objective
1.1 Cigarette Litter Campaign	To encourage smokers to dispose of cigarette-related litter responsibly	Successful campaign launch in June of 2007 which included paid for advertising supplied through successful bid with EnCams (Tidy Britain) Campaign results have shown a reduction of cigarette related litter of 66%	A reduction in the amount of cigarette-related litter	A	Plan and launch a targeted, high profile, behaviour changing smoking-related litter campaign by February 2006. Plan a second cigarette-related litter campaign in conjunction with neighbouring authorities to be launched at the time of the smoking ban in July 2007.
1.2 Chewing Gum Campaign	To encourage the public to dispose of chewing gum responsibly	Successful campaign launch in September of 2007 which included paid for advertising supplied through successful bid with DEFRA	A reduction in the amount of chewing gum related litter	A	Plan and launch a targeted, high profile, behaviour changing litter chewing gum campaign by July 2006.

Target for Achievement	Intended Output	Actions to date	Outcome Expected	Priority	SMART Objective
1.3 'Food on the Go' campaign	To encourage the public to dispose of 'food on the go' related litter responsibly	Nationally successful campaign launch (including the rat tank) in three stages during 2006 which included paid for advertising supplied through successful bid with EnCams (Tidy Britain) Campaign results have shown a reduction of fast food litter of up to 95% Planned to launch in December with sponsored advertising supplied through successful bid with EnCams (Tidy Britain)	A reduction in the amount of fast food litter both during the day and for the night time economy.	A	Plan and launch three high profile, targeted, behaviour changing food on the go campaigns in conjunction with the World Cup in June, a 'Rats' campaign in August and a Christmas campaign in December 2006.
1.4 Dog Fouling Campaign	To encourage dog owners to clean up after their dog and dispose of the waste correctly	Consultation has taken place on new Dog Orders	A reduction in the number of dog fouling offences.	C	Work on a cross departmental basis to launch a targeted dog fouling campaign in 2008 TBC.

Target for Achievement	Intended Output	Actions to date	Outcome Expected	Priority	SMART Objective
1.5 Defacement Campaign	To reduce the amount of defacement in public places through graffiti and fly-posting	Various partnerships in place with Police, youth offenders, virgin media and NTL. Other initiatives in progress have redefined the launch date	A reduction in defacement of public places and an improved feeling of safety within the community	C	Plan and launch a high profile defacement campaign in partnership with Essex Police and PCSO's to raise awareness that graffiti and fly-posting is an offence, by September 2008.
1.6 Fly-tipping Campaign	To make the public aware that this is a serious and expensive offence, thereby reducing the incidence of fly-tipping	Purchase of CCTV equipment Joint initiative in 2008 with Keep Britain Tidy and Environment Agency	A reduction in the amount of fly-tips recorded by Colchester Borough Council on the Fly Capture database	C	Plan and launch a fly-tipping campaign in partnership with Essex police, PCSO's and the Environment Agency by June 2008.
1.7 Organise an Eco Schools Seminar and invite all of the schools in Colchester	To inform schools about the Eco Schools programme and encourage them to sign up.	Successful launch and seminar at St Benedict's School in July 2006. Several schools currently awaiting award assessment	More environmentally aware schools and environmentally conscious younger generation.	A	Organise and launch an Eco School Seminar in partnership with environmental charity en-form to raise awareness of the Eco-School programme by July 2006.

Target for Achievement	Intended Output	Actions to date	Outcome Expected	Priority	SMART Objective
1.8 Set up a support partnership with Waste Policy to help schools with the Eco Schools Programme	To develop a programme that schools can use as guidance when signing up to the Eco Schools scheme	In place	Schools and young people encouraged to live in a more sustainable way, using resources and materials more efficiently and with greater care and respect for the environment	A	Work on a cross-departmental basis with Waste Policy to offer support to schools who are interested in signing up to the Eco Schools Programme, by May 2006.
1.9 Introduce the Voluntary Code of Practice on Food on the Go to retailers selling food	To encourage all food outlets to sign up to the Voluntary Code of Practice on Food on the Go.	Initial seminar planned for December 2006 resulted in no interest from retailers. Street Litter Control Notices issued in 2009	Cleaner streets 100m either side of the food outlets premises and correctly contained waste.	B	Introduce the Voluntary Code of Practice on Food on the Go to food vending retailers, by launching an initial seminar and visiting independently. Programme to commence in December 2006 to support the Christmas 'Food on the Go' Campaign.
1.10 Set up a Tidy Business Standards scheme to encourage businesses to participate in environmental quality initiatives.	To encourage businesses to contain their waste correctly, reduce, reuse and recycle where possible.		Large number of businesses in Colchester with a Tidy Business Standards Award, reduced litter and higher levels of recycling.	C	Investigate the tidy business standards scheme and introduce to businesses in Colchester with the aim of encouraging businesses to become aware of correct waste containment and recycling. Programme to be investigated in September 2008.

Target for Achievement	Intended Output	Actions to date	Outcome Expected	Priority	SMART Objective
1.11 Set up at least one community group a year to undertake a Neighbourhood Environmental Action Team (NEAT) project	To encourage communities to take ownership over their local area and form action plans to improve their area with support from the Council.	Plans to use an area defined as part of the Safer Colchester project	Improved community ownership and responsibility – local environmental improvements.	C	Compile a database of Colchester community groups and investigate the interest of any groups to become a NEAT, with the intention of signing one group up to the scheme per year. Scheme to commence in partnership with environment in April 2009.
1.12 Provide guidance to the public on reporting environmental problems and how to determine waste carriers are legitimate	Provide informative leaflets designed to inform the public how to report environmental crime and how to check those carrying their waste for a waste carrier licence.	In place and ongoing	Better informed customers and a potential reduction in fly-tipping.	B	Compile guidance for the public to educate on environmental crime and correct reporting measures. The guides for the public should be prepared and made available through the CSC by October 2007.
1.13 Publicise prosecutions and use the Courier and website to notify the public of current legislation	Media coverage reinforcing the message that we are serious about reducing the amount of litter in Colchester	In place and ongoing	A more environmentally aware public that dispose of litter correctly.	A	Publicise through local media the issuing of fixed penalty notices in Colchester and the recruitment of the town centre Street Care Officer. Programme to begin in January 2007.

Target for Achievement	Intended Output	Actions to date	Outcome Expected	Priority	SMART Objective
1.14 Work with neighbouring authorities to promote joint initiatives	Joint campaigns and initiatives to encourage consistent standards	Partnership in place with Braintree DC and Chelmsford BC. Partnership includes sharing of resources for marketing and campaign launches and A12 litter picking	Improve standards of environmental respect /reduce anti-social behaviour.	A	Work with neighbouring local authorities to raise awareness of the littering offence across the boundaries through a series of targeted campaigns. Programme to begin in December 2006 with the 'Food on the Go' campaign.
1.15 Environmental Champions Award Scheme	Recognising and rewarding those members of the public that litter pick on a voluntary basis regularly		A happier public and a reduction in complaints from those that litter pick and call in on a regular basis.	C	Compile an Environmental Champions award scheme to reward those members of the community that support the council through regular litter picking. Scheme to begin in April 2009.

Theme - Enforcement

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
2.1 Devise and implement a coordinated enforcement strategy and policy	Have a consistent approach to tackling enviro-crime and knowledge across all the departments of the Council. May lead to an increase in the fixed penalty notices issued for enviro-crime.	Work has commenced and is in progress	A reduction in the amount of littering in Colchester in the medium term.	A	Devise and implement an enforcement strategy, agreed by all departments of the Council, commence work by December 2008.
2.2 Use the powers in the CNEA 2005 to authorise private shopping centre security staff to issue fixed penalty notices for littering offences.	More consistent approach to enforcement irrespective of land ownership.	This action had been superseded by the appointment of a Street Care Officer funded by the private shopping centres of Lion Walk and Culver Square This is no longer in place but private areas have no desire to enforce themselves	A reduction in the amount of littering in Colchester in the medium term.	A	Use the powers made available through the CNEA 2005 to train and authorise key security guards to issue fixed penalty notices for littering offences, by September 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
2.3 Develop Dog Orders	To replace the existing controls of Dogs and Dog Fouling with the Dog Order Powers in the CNEA 2005. Inform and assist Parish and Town Councils in the declaration of Dog Orders on Parish land.	Consultation period ended 28 September from within Planning and Protection	Reduce the amount of dog fouling in Colchester, and improve the control of dogs by their owners.	B	Work in partnership with Environmental Protection to designate Colchester as a Dog Order Zone and educate the public on the legislation associated with it. Programme to be completed by August 2007.
2.4 Improve awareness and understanding of the CNEA 2005 powers across the Council and with key partners.	To have a cross-departmental coordinated approach to the issuing of FPN's and other enforcement.	Complete	A coordinated approach to enforcement and increased public awareness.	A	Educate relevant employees of the council on the powers outlined in the CNEA 2005 with the intention of using the powers adopted by the council and outlines in the Council's Enforcement Policy by June 2007.
2.5 Adopt the new powers outlined in the new Clean Neighbourhoods and Environment Act 2005	To understand and put into practice the new powers outlined in the Clean Neighbourhoods and Environment Act 2005	All powers, with the exception of Dog Control Orders, have now been adopted by the Council	Coordinated approach to enforcement and confident, trained, knowledgeable officers.	A	Adopt the powers in the CNEA 2005, with the intention of using the powers to enforce for enviro-crime. Adoption of powers to commence in April 2006 and be completed by December 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
2.6 Improve partnership working with the Police and Police Community Support Officer's	To have an improved, more coordinated working relationship with the Police and PCSO's. Encourage them to enforce for environmental crimes thereby increasing the numbers of officers enforcing for litter.	Ongoing and in place	Greater care and respect for the environment, more responsible behaviour.	B	Work in partnership with the Police and PCSO's to enforce for environmental crime. Set up an initial meeting where the Enforcement Policy adopted by the Council will be presented. Meeting to be arranged for June 2007.
2.7 Neighbourhood Policing	Essex Police are introducing neighbourhood policing in Colchester during 2006. One of the key roles of neighbourhood police teams will be to establish neighbourhood panels which will be given the responsibility for problem solving in their area.	Successful introduction of NAP meeting across the Borough	Local ownership of environmental issues and more collaborative working towards solutions.	B	Colchester Borough Council to establish and meet with relevant parties to tackle local environmental issues and crime. The first Panel to be established by September 2006.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
<p>2.8 Implement a scheme of improvement based on Litter Clearing Notices where required</p>	<p>Issue Litter Clearing notice on an occupier or landowner to clear a defaced area of land of litter and refuse and take reasonable steps to prevent it from becoming so defaced. Colchester BC officers may also enter the land to clear it of litter and refuse and recover the costs.</p>	<p>TBC</p>	<p>Owner takes responsibility for environmental quality of their property. Improved management of problem areas by Colchester BC.</p>	<p>B</p>	<p>Use the legislation outlined in the CNEA 2005 to ensure land owners that have allowed their land to fall into a defaced state, clear their land and maintain it at an acceptable standard. Use of this legislation to commence in conjunction with the acceptance of the Enforcement Policy. To commence July 2007</p>
<p>2.9 Implement a scheme of improvement based on Street Litter Control Notices where required. Use the Voluntary Code of Practice prior to this where relevant</p>	<p>Issue Street Litter Control Notices to occupiers of premises where there is a recurrent defacement by litter or refuse and where this will continue to be a problem on any part of the street, which is in the vicinity of the premise, should the notice not be issued.</p>	<p>Street Litter Control Notices issued in 2009</p>	<p>Ownership from continually offending premises or vehicle, stall or movable structure that is used for commercial or retail activities. Cleaner hot-spot areas.</p>	<p>B</p>	<p>Use the legislation outlined in the CNEA 2005 to ensure land owners that have allowed their land to fall into a defaced state, clear their land and maintain it at an acceptable standard. Use of this legislation to commence in conjunction with the acceptance of the Enforcement Policy. To Commence December 2008</p>

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
2.10 Implement a scheme of improvement based on 'defacement removal notices' where necessary to tackle the problems of fly-posting and graffiti.	To have ready Defacement Removal Notices to be issued to owners, occupiers, operators (such as telecommunication companies) of 'relevant surfaces' (including street furniture), statutory undertakers and educational institutions whose property is defaced with graffiti and/or fly-posting		Faster, more proactive and controlled management of graffiti and fly-posting.	B	Put together and implement a procedure for the issuing of defacement removal notices to be completed by January 2008, when the Graffiti and Fly-posting Campaign is to be launched.
2.11 Controlling the distribution of free literature and adoption of the £75 fines outlined in the CNEA 2005	To designate by order areas of land and/or highway in which the distribution of free literature is permitted only with consent by Colchester BC.	Implemented	Litter associated with the distribution of printed matter eradicated.	A	Adopt and implement the legislation outlined in the CNEA 2005 for the ban on the distribution of free literature. Implementation to commence in January 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
2.12 Introduce the CNEA 2005 powers to remove abandoned vehicles	Once a vehicle has been determined abandoned on public land, remove immediately. Where it is abandoned on private land, place a 15 day notice and remove accordingly.	Implemented	Cleaner and safer environment without the blight of abandoned vehicles	A	Introduce the powers outlined in the CNEA 2005 for abandoned vehicles. Have a clear procedure to commence in December 2006.
2.13 Introduce devolved powers of the DVLA with regards to untaxed vehicles	Use the direct access to the DVLA database to check the last registered keeper of vehicles deemed abandoned.	Agreed not to move forward	Less untaxed vehicles on the highway.	A	To be confirmed
2.14 Business Pack	Introduce a business pack informing businesses of all the restrictions the new legislation has imposed, and remind them of current practices with regards to the presenting of waste	Complete Feb 2008 – information contained within NNDR	Awareness amongst businesses regarding the correct presenting of waste and increased environmental responsibility.	A	Collate the information that businesses should be made aware of in relation to waste presentation and the new powers being implemented, by October 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
2.15 Authorise Parish Council Employees to issue fixed penalty notices	Increased number of officers enforcing against enviro-crime.	Presentation on CNEA to members and Parish Councillors has not resulted in interest to date	Improved environmental quality across Colchester and a reduced fear of crime.	C	Look to train and authorise Parish Council Employees to issue fixed penalty notices for littering offences by July 2008.

Theme - Operations

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
3.1 Revision of street cleansing regime and sweeping / litter picking methodologies	To tackle hot-spot areas and amend sweeping frequency to meet the need of individual areas with specific attention made to more frequent sweeping of highways. Detritus makes an area look dull and dirty, and stimulates weed growth.	Delivery of new mechanical sweepers has resulted in formulation of new and improved operational routes. Revisions currently be implemented within street cleansing service	A cleaner place, with more consistent standards and levels of performance and higher levels of public satisfaction	A	Revise the street sweeping methodologies and routes and plan the new street sweeping regime by September 2007.
3.2 Increase the recycling of street cleansing waste	A more environmentally friendly approach to street cleansing. Adopt practices that will also set an example to our customers and increase the recycling performance of the Council	Street recycling bins installed. Trials currently taking place recycling mechanical street sweepings	Enhanced reputation as a cleaner and green Borough	C	Research into best practice methodologies for the recycling of street cleansing waste by July 2008. Government consultation August 2007

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
3.3 Carry out high profile 'blitz' cleaning initiatives in targeted areas	Carry out between four and six additional deep cleanses in specific areas within the Borough of Colchester	In progress and highly successful	A cleaner place with increased levels of public satisfaction	B	Carry out an initiative of 'blitz' cleaning within Colchester and analyse its potential to be rolled out as a long-term initiative by November/December 2006.
3.4 Establish dedicated town centre maintenance person	Recruitment of a town centre maintenance person to work in the town centre undertaking repairs and minor decoration where necessary and removing graffiti and fly-posting	In place	Improved public perception and confidence in the cleanliness of the town centre and improved presentation of key areas with high volumes of use	B	Recruit a dedicated town centre maintenance person for the town centre to work on graffiti removal, maintenance of street furniture, cleaning of bins and signs and general cleanliness, by July 2008.
3.5 Coordinated bin implementation	Programme implemented to install new litter bins and wall / post mounted bins that are tailored to meet their purpose, i.e. suitable for both litter and for smokers to dispose of their cigarettes	Coordinated approach to design and provision of bins now in place. Extensive provision of smokers bins prior to smoking ban on 1 July	A more coordinated and tidy appearance of street furniture Less cigarettes and chewing gum litter dropped, especially in hot-spot areas	B	Regulate bin implementation to ensure the type of bin suits the location. Work in cooperation with the Design guide to ensure the street scene remains uncluttered and attractive. This is an on-going programme to commence in April 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
3.6 Effective, efficient cleansing and plentiful, easy to use litter bins and collection service.	Clean, well maintained bins that are not over-flowing.	Bins now purchased and installed for entire Town Centre.	Clean, attractive, well maintained bins that the public are happy to use. Research has suggested that the younger customers do not like using bins because they are dirty. This should be addressed.	A	Ensure there is a consistent provision of receptacles throughout Colchester. Long-term programme to be in place by September 2008.
3.7 Attain consistent cleansing standards between Colchester Borough Homes and Colchester Borough Council.	Service level agreement with Colchester Borough Homes for street Cleansing and litter	Complete	Improved quality of service for tenants of Colchester Borough Homes	B	Establish a revised Service level agreement with Colchester Borough Homes to commence August 2007.
3.8 Adopt a highly visible, strongly branded council cleaning operation	To have an obvious presence so that our customers are aware of the frequency of sweeping / collections and that all operational staff are seen as part of the Council services	Complete	Improved public perception and satisfaction with the Council	B	Adopt a highly branded cleansing operation to ensure Street Cleansing Operatives and street sweeping vehicles are highly visible and branded with the council logo and Cleanest and Greenest strap line. Programme to commence in July 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority
3.9 Ensure no gaps or overlap in council cleaning	Structured, well written maintenance programmes in place	Ongoing	Improved public perception and confidence in services provided	C
3.10 Promote the customer service centre for the public to report local environmental problems	Clear and reliable contact arrangements for the public to report environmental problems Better organised and structured reporting system so that all complaints issues are logged	Ongoing	More effective resolution of environmental quality issues reported	C
3.11 Deal with 'grot spots'	A rapid response to any reports of heavily littered or fly-tipped areas.	Complete	More responsive Council resulting in improved public perception.	A

Liaise with the service team to ensure there are no gaps in council cleansing operations. Liaison to commence in July 2007.

Produce leaflets to be presented in the CSC and on the Council website. Use the local courier and media to promote the environmental services offered by the Council and encourage the public to report and environmental problems. To be completed by August 2008.

Have a robust procedure established to deal with reported 'grot' spots. Procedure to be completed by May 2007.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority
3.12 Business Improvement District	Declaration of a Business Improvement District securing additional targeted investment in street care activities	Not implemented	Improved standards A more inviting environment for businesses and visitors	B
3.13 Improved sweeping of traffic Islands	Traffic islands kept to an acceptable standard of cleanliness at all times.	Delivery of new mechanical sweepers are resulting in regular cleaning of traffic islands	Improved standard of cleanliness and presentation of the roads within Colchester Improved safety	B
3.14 Robust system for customer complaints / comment handling	All customer complaints logged and followed up within five working days or sooner where relevant	Complete	Improved levels of customer satisfaction More reliable service	A

Colchester Borough Council to compile its base line statement by January 2007 and identify priority areas for investment should BIDs be successful, by April 2008.

Devise a cleansing strategy for the regular sweeping of traffic islands. Trial to commence in August 2006. Routine cleansing to commence September 2007

Colchester Borough Council has in place a reliable system where the public can report complaints and comments; it would however be beneficial to have direct access to the Flare system from the office. Investigate the usefulness of Flare by December 2006.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
3.15 Design guide for street furniture	Design guide to adopted to ensure all future street furniture is appropriate and fit for purpose and does not cause an obstruction to cleansing regimes	Progressive involvement of Street Care Team	Matching street furniture and a tidier street environment.	B	Street and Leisure to have active involvement in the development of the Design Guide to ensure cleansing friendly surfaces and clutter reducing street furniture is adopted. To become involved in discussions by September 2006.
3.16 Review of vehicle fleet	Reconfigured vehicle fleet ensuring that plant and equipment is fit for purpose, reliable and cost effective	Ongoing	Improved standards Lower unit costs	B	Research into suitable vehicles for the vehicle fleet by July 2007.
3.17 Reduce indiscriminate street urination	Facility available for those using the town centre at night	Urilift complete and installed	Improved street cleanliness and hygiene Less anti-social behaviour	A	Purchase and install a Urilift to provide a suitable receptacle for the night-time economy users, to reduce the levels of street urination. Urilift to be installed by December 2006.
3.18 Refurbishment of public toilets	Programme for the refurbishment public toilets implemented Modern toilets provided that are more inviting for the public, vandal resistant	Complete for: Urilift St Marys St Johns Lion Walk Wivenhoe Dedham	Improved cleanliness and hygiene Improved perceptions of Colchester as a place to visit	A	Commence a programme of refurbishment for the public toilets within Colchester. Refurbishment to be completed by end of year 2008.

Target for Achievement	Output	Actions to date	Outcome Expected	Priority	
3.19 Adopt an 'Eyes and Ears' programme	'Eyes and Ears' programme established for Colchester whereby 'champions' within the community are encouraged to report any incidents of enviro-crime within Colchester.		Improved standard of cleanliness and presentation Reduced anti-social behaviour	C	Research into the usefulness of an Eyes and Ears programme where 'champions' of the community are encouraged to report any sightings of enviro-crime, by December 2008.
3.20 Recycling bins	Recycling bins introduced into the town centre of Colchester	Complete	Increasing the amount of waste recycled within Colchester and providing a facility for recycling when away from home.	C	Research into practical, attractive recycling bins to be situated within the town centre, by July 2008.
3.21 Workshops with Street Cleansing Operatives	Well researched cost effective cleansing methodologies in place that will maximise the potential for reaching high standards of street cleanliness	Action complete with knowledge used to formulate revision to street cleansing	Staff empowered and able to deliver the strategy Pride in work and achievements	A	Conduct a series of workshops with Street Cleansing Operatives to discuss street cleansing methodologies and equipment needed, by September 2006.

2008 Place survey data

National indicator comparisons

Colchester against other district councils, Essex and the East of England.



Chart 1 examines Colchester scores for the 18 national indicator questions in comparison to the national scores. It shows the median, upper and lower quartile and the minimum and maximum values in local authorities nationally for each question.

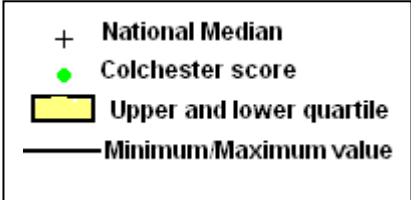
- Chart 1 shows that for most questions, Colchester's scores are within the national upper and lower quartiles, and so are relatively average scores. There are a few exceptions where this is different.
- For NI37, whether respondents felt informed about what to do in a large scale emergency, Colchester received a percentage lower than the average (11.6%), and shows outside of the quartiles box, but the score was not as low as the minimum nationally (8.6%).
- The indicator where Colchester scored the highest above the national median was NI4, the percent of people who feel they can influence local decisions, scoring 29.8%, compared to the median of 27.8%
- Across the country, the national indicators which had the lowest average scores were NI3 (% who have been involved in decisions that affect the local in the last 12 months) NI17 (% who think that anti-social behaviour is a problem in their local area) and NI37 (% who feel informed about what to do in the event of a large scale emergency)
- The national indicators which had the highest overall scores were NI1 (% who agree that their local area is a place where people from different backgrounds get on well together) NI5 (% who are satisfied with their local area as a place to live) and NI138 (% people aged 65 and over who are satisfied with both home and neighbourhood.)

Table A shows the difference between the Colchester score and the national median for all National indicator questions.

Chart 2 examines Colchester scores for the 18 national indicator questions in comparison to the national quartile ranges. This gives an overview of which indicators Colchester scores above and below average for.

- For ten of the 18 national indicators, Colchester scored below the average (NI17, NI41, NI2, NI3, NI6, NI27, NI37, NI138, NI139 and NI140)
- For the eight remaining indicators, Colchester scored either above the average (NI42, NI1, NI4, NI5, NI23, NI21, NI22, NI119)
- There were no indicators where Colchester scored in the top quartile, and only one in the bottom quartile (NI37 % who feel informed about what to do in the event of a large scale emergency)

Place survey national indicator statistics across local authorities and Colchester values



This chart uses 2008 Place Survey data for all district councils. Green markers show Colchester's score for each National Indicator in relation to the national average.

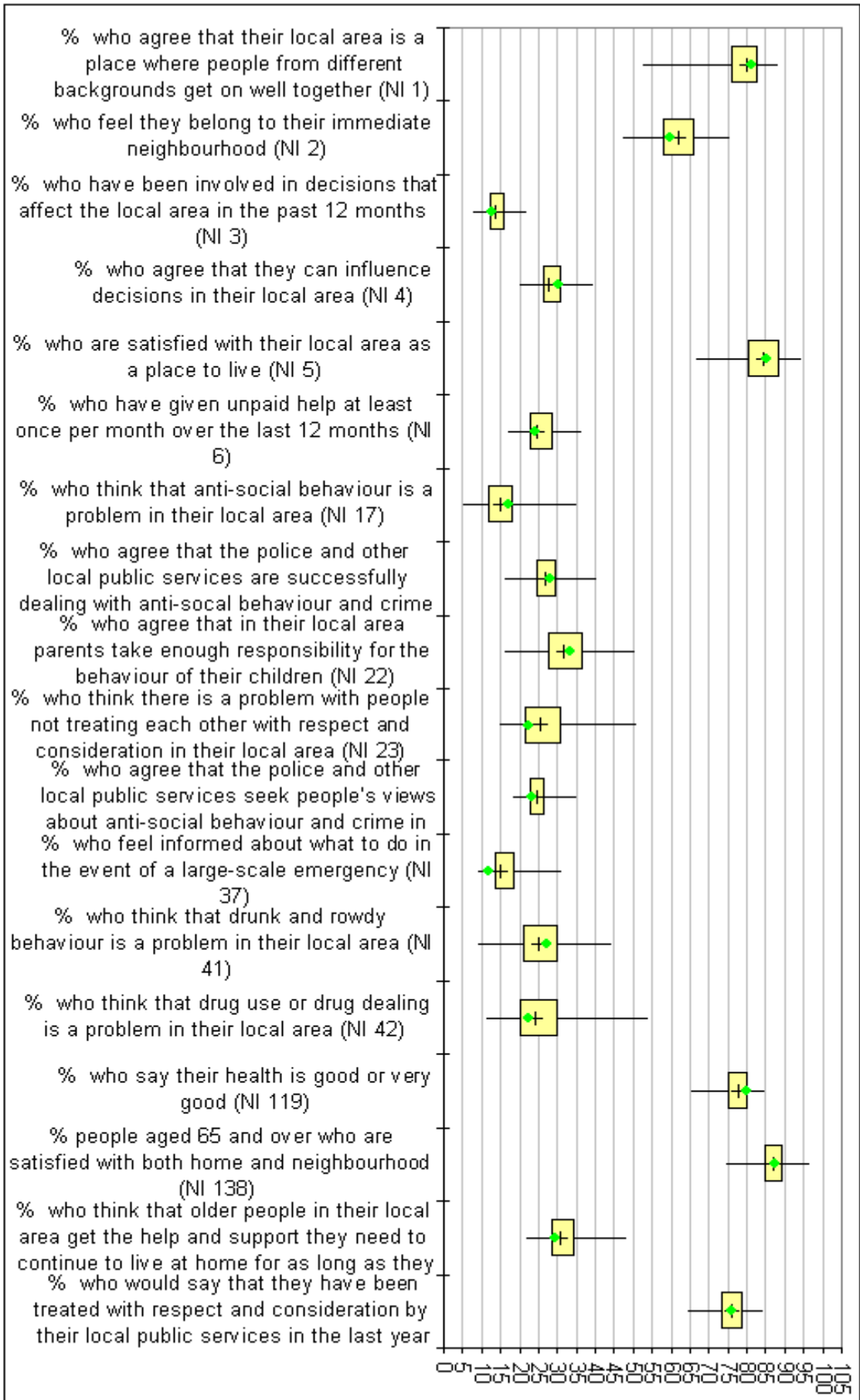


Chart 1-
National indicator comparison nationally for Colchester

National Indicator	(NI 23)	(NI 37)	(NI 2)	(NI 42)	(NI 139)	(NI 27)	(NI 3)	(NI 6)	(NI 140)	(NI 138)	(NI 5)	(NI 22)	(NI 1)	(NI 21)	(NI 41)	(NI 17)	(NI 119)	(NI 4)
Difference between national median and Colchester score	-3.5	-3.4	-2.7	-2.2	-1.9	-1.6	-1.4	-1.1	-0.5	-0.1	0.3	1	1	1.1	1.5	1.6	1.9	2

Table A- Difference between Colchester score and national median by National Indicator.

NB for those indicators with a (-) score, Colchester scored lower than the national average, but not all indicators measure a positive impact.

Colchester had the largest percentage difference from the national median for the National indicator 23 (% who think there is a problem with people not treating each other with respect and consideration in their local area) which is a positive result, as the borough only scored 22.1% agreeing with this statement.

The next largest percentage difference was for NI 37, whether respondents felt informed about what to do in a large scale emergency, where Colchester scored 3.4% lower than the national median, at only 11.6%.

	Colchester result	Below average		Above average	
		Bottom range/ quartile	Second range/ quartile	Third range/ quartile	Top range/ quartile
% who agree that their local area is a place where people from different backgrounds get on well together (NI 1)	81	52.4 - 75.4	75.5 - 80	80.1 - 82.8	82.9 - 88
% who feel they belong to their immediate neighbourhood (NI 2)	59.1	47.1- 57.7	57.8 - 61.8	61.9- 66.1	66.2- 75.1
% who have been involved in decisions that affect the local area in the past 12 months (NI 3)	12.4	7.6- 12	12.1- 13.8	13.9- 15.9	16.0- 21.6
% who agree that they can influence decisions in their local area (NI 4)	29.8	19.8- 25.9	26- 27.8	27.9- 30.6	30.7- 38.9
% who are satisfied with their local area as a place to live (NI 5)	84.7	66.2- 80	80.1- 84.4	84.5- 88.2	88.3- 94.2
% who have given unpaid help at least once per month over the last 12 months (NI 6)	23.7	16.9- 22.4	22.5- 24.8	24.9- 28.7	28.8- 35.9
% who think that anti-social behaviour is a problem in their local area (NI 17)	16.5	34.8- 18.3	18.2- 15.0	14.9- 11.5	11.4- 5
% who agree that the police and other local public services are successfully dealing with anti-social behaviour and crime in their local area (NI 21)	27.8	16- 24	24.1- 26.7	26.8- 29.5	29.6- 40.1
% who agree that in their local area parents take enough responsibility for the behaviour of their children (NI 22)	32.8	15.9- 27.2	27.3- 31.8	31.9- 36.3	36.4- 50
% who think there is a problem with people not treating each other with respect and consideration in their local area (NI 23)	22.1	50.6- 30.9	30.8- 25.7	25.6- 21.4	21.3- 14.3
% who agree that the police and other local public services seek people's views about anti-social behaviour and crime in their local area (NI 27)	22.8	17.8- 22.3	22.4- 24.4	24.5- 26.5	26.6- 34.7
% who feel informed about what to do in the event of a large-scale emergency (NI 37)	11.6	8.6- 13.3	13.4- 15	15.1- 18.6	18.7- 30.6
% who think that drunk and rowdy behaviour is a problem in their local area (NI 41)	26.7	44.1- 30	29.9- 25.3	25.2- 20.9	20.8- 8.6
% who think that drug use or drug dealing is a problem in their local area (NI 42)	21.9	53.4- 29.9	29.8- 24.2	24.1- 19.9	19.8- 11.2
% who say their health is good or very good (NI 119)	79.5	65.1- 74.7	74.8- 77.6	77.7- 80.1	80.2- 84.4
% people aged 65 and over who are satisfied with both home and neighbourhood (NI 138)	86.8	74.4- 84.2	84.3- 86.9	87- 89.4	89.5- 96.4
% who think that older people in their local area get the help and support they need to continue to live at home for as long as they want to (NI 139)	28.8	21.6- 28.1	28.2- 30.7	30.8- 34.1	34.2- 47.9
% who would say that they have been treated with respect and consideration by their local public services in the last year (NI 140)	75.5	64.1- 72.8	72.9- 76	76.1- 78.7	78.8- 83.8

Chart 2- Colchester scores in comparison to overall quartile ranges for district councils

Place survey National indicator results Colchester scores in relation to Essex authorities and East of England average

Charts 3.1 to 3.18 show Colchester scores in comparison to the 11 other Essex districts, and the East of England average score.

- For six of the 18 national indicators, Colchester’s score was directly above or below that of the East of England average, and 11 of the remaining 12 indicators placed Colchester within two places of the East of England average score.
- Generally, Colchester’s scores for the indicators are in the middle of the range across the Essex Districts scores.
- Chart 3.12 shows national indicator 37 (percentage of respondents who feel informed about what to do in the event of a large scale emergency) across all of the Essex districts and the East of England average score, Colchester was the lowest, where only 11.6% felt informed. Overall, there were very low scores in the for NI37, with Castle point, the highest at 23.8%
- Colchester also scored lower, rated tenth of 13 areas for NI2 (percentage of respondents who felt they belonged to their immediate neighbourhood) at 59.1%. The highest score for this was 67.8% in Uttlesford district.
- There were three national indicators where Colchester ranked slightly higher, all placing the borough fourth out of the 13 areas. These were;
 - NI4 (percentage who agree they can influence decisions in their local area) with a score of 29.8%, where Uttlesford scored the highest with 31.1%.
 - NI22 (percentage who agree that in local area parents take enough responsibility), with 32.8%, compared to the highest score of 42.8%.
 - NI119 (percentage who say their health is good or very good) with 79.5% compared to a high score of 82.5% in Brentwood Borough.

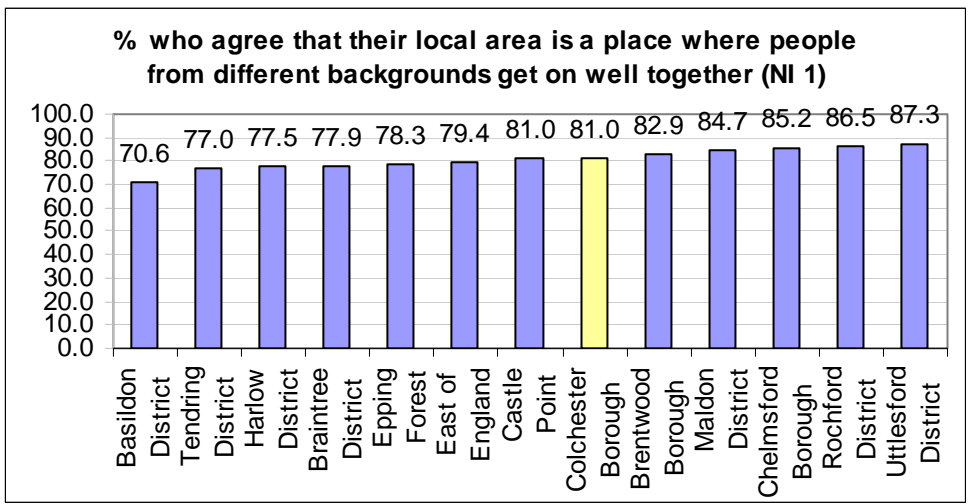


Chart 3.1 NI1 Colchester scored compared to Essex districts and East of England average

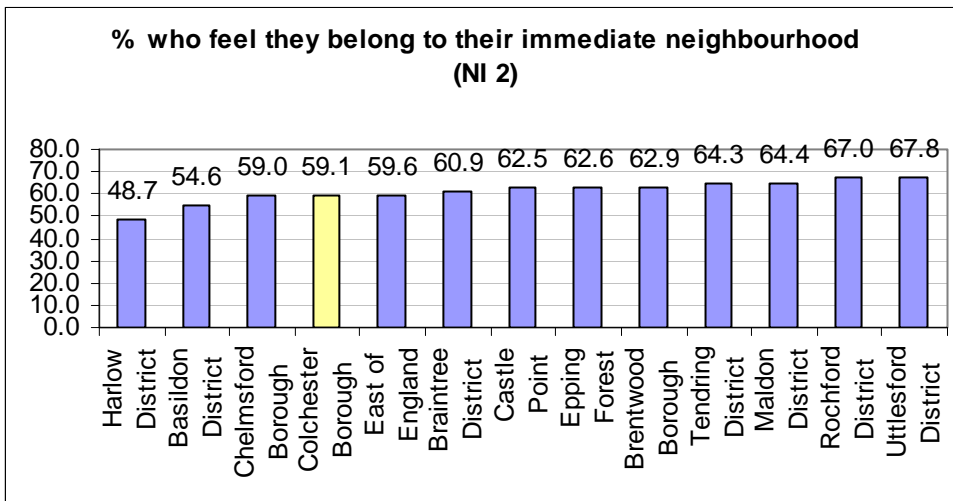


Chart 3.2 NI2 Colchester scored compared to Essex districts and East of England average



Chart 3.3 NI3 Colchester scored compared to Essex districts and East of England average

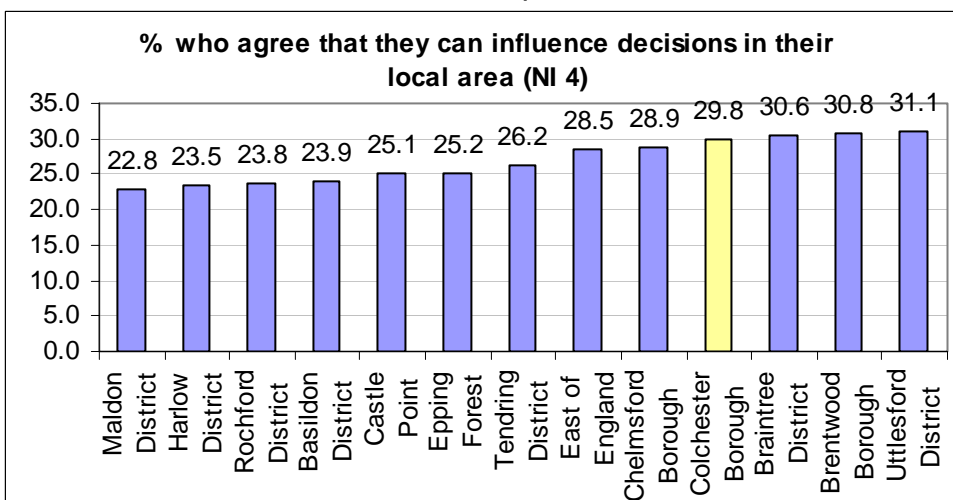


Chart 3.4 NI4 Colchester scored compared to Essex districts and East of England average

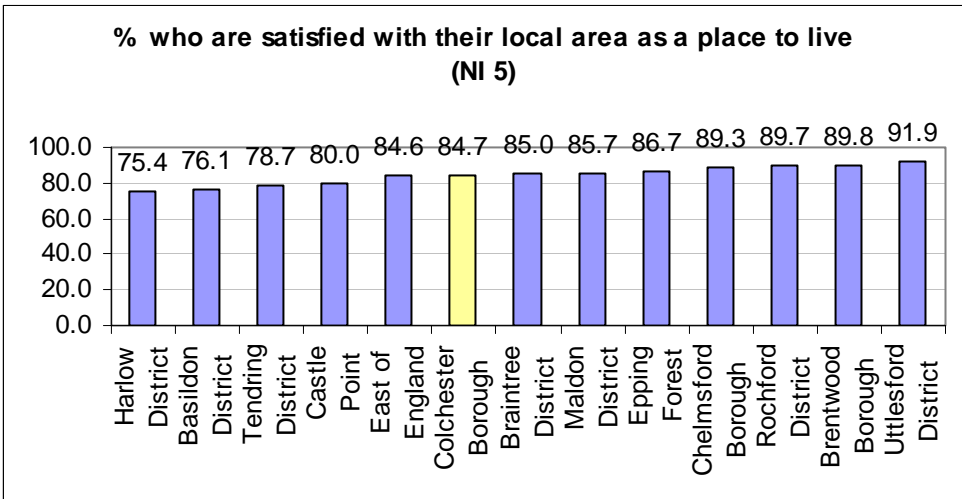


Chart 3.5 NI5 Colchester scored compared to Essex districts and East of England average

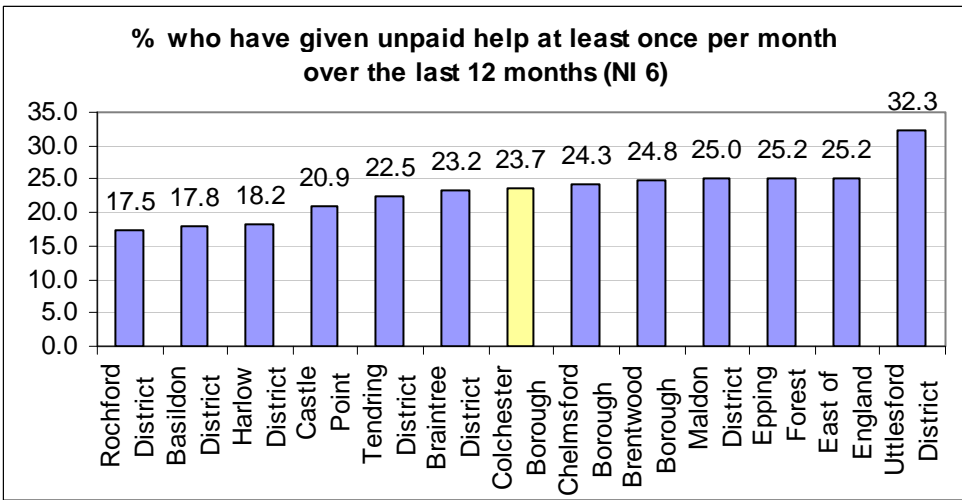


Chart 3.6 NI6 Colchester scored compared to Essex districts and East of England average

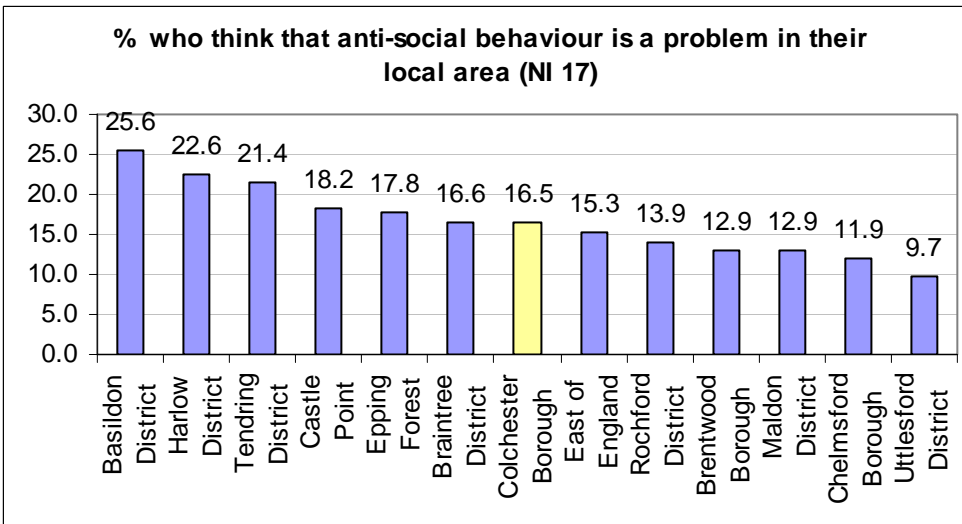


Chart 3.7 NI17 Colchester scored compared to Essex districts and East of England average

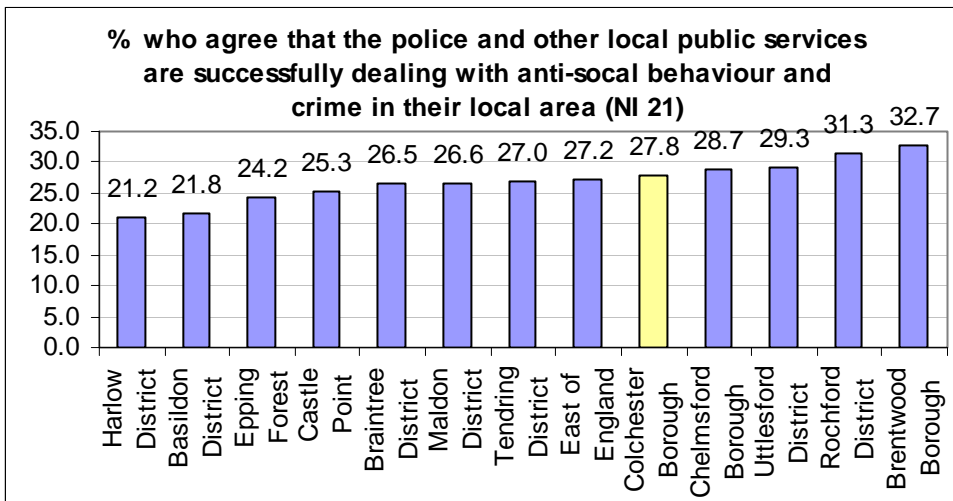


Chart 3.8 NI 21 Colchester scored compared to Essex districts and East of England average

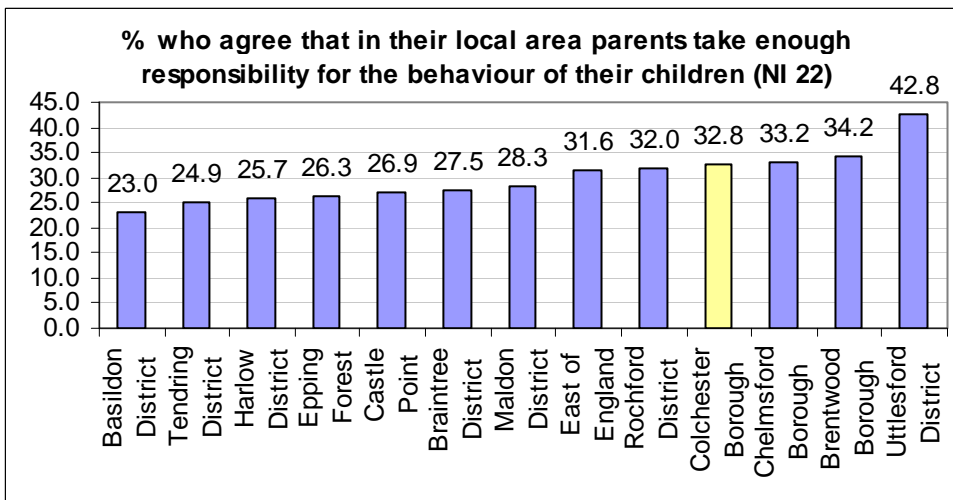


Chart 3.9 NI 22 Colchester scored compared to Essex districts and East of England average

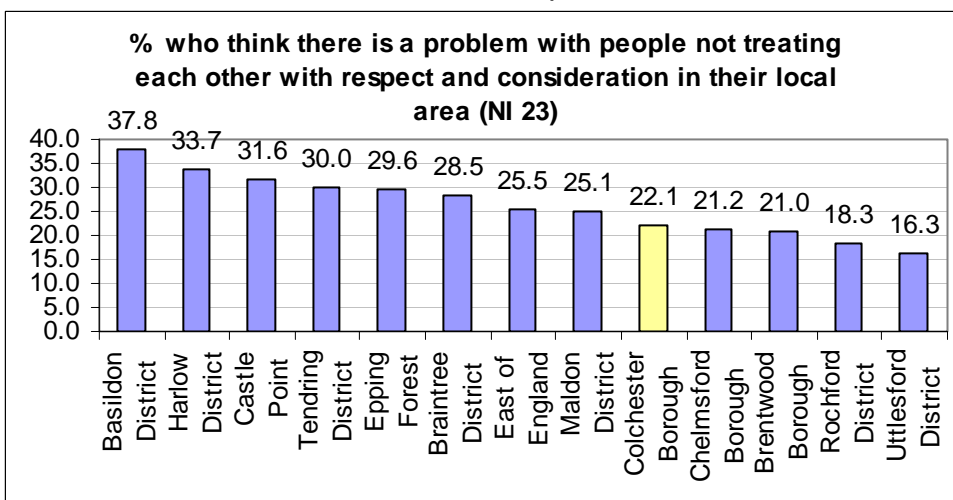


Chart 3.10 NI23 Colchester scored compared to Essex districts and East of England average

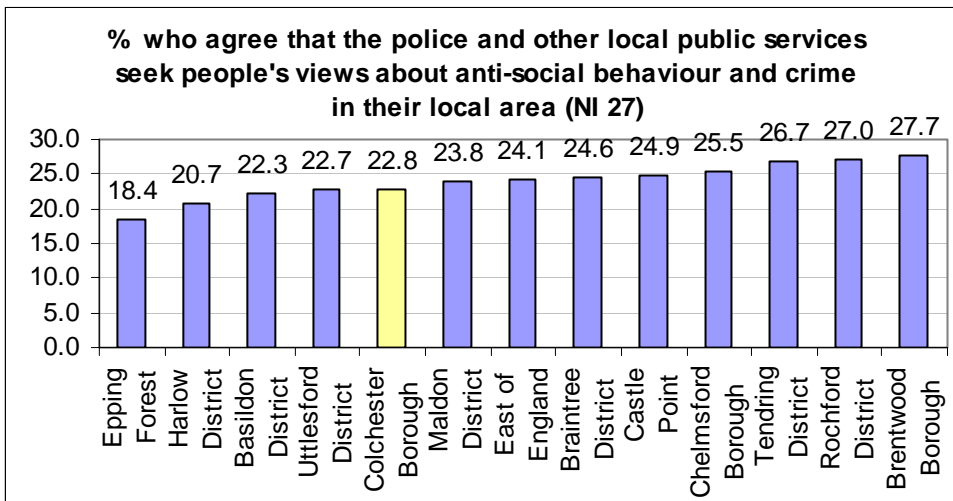


Chart 3.11 NI27 Colchester scored compared to Essex districts and East of England average

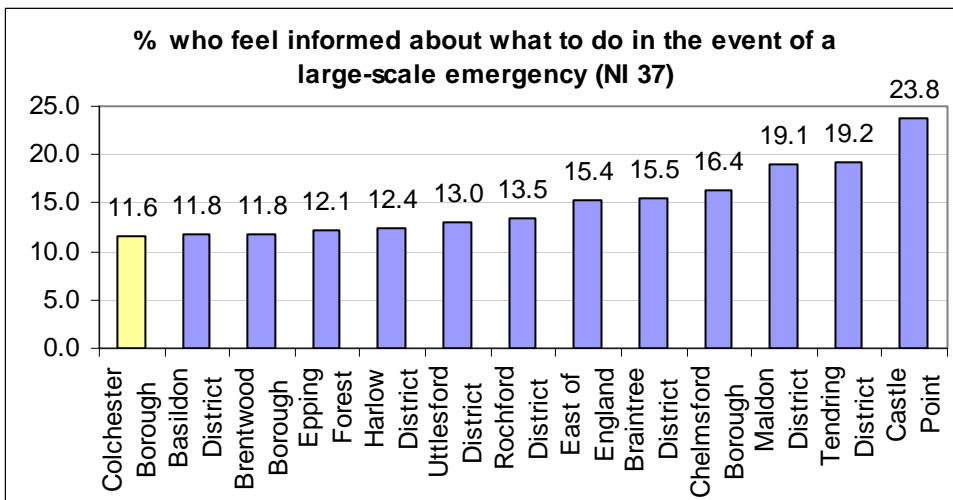


Chart 3.12 NI37 Colchester scored compared to Essex districts and East of England average

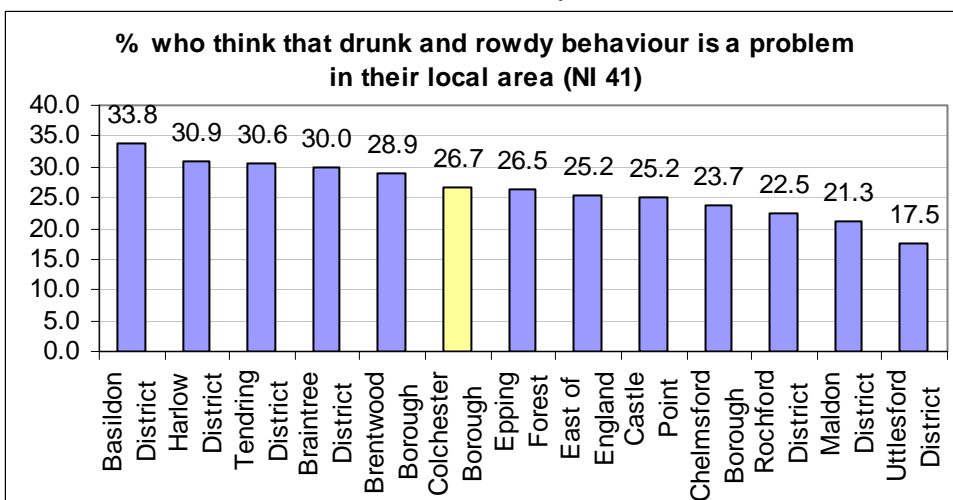


Chart 3.13 NI41 Colchester scored compared to Essex districts and East of England average

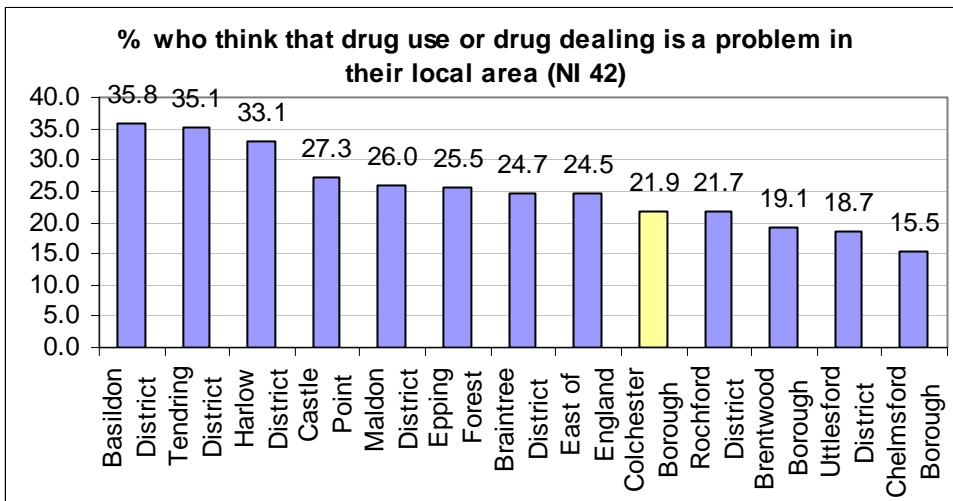


Chart 3.14 NI42 Colchester scored compared to Essex districts and East of England average

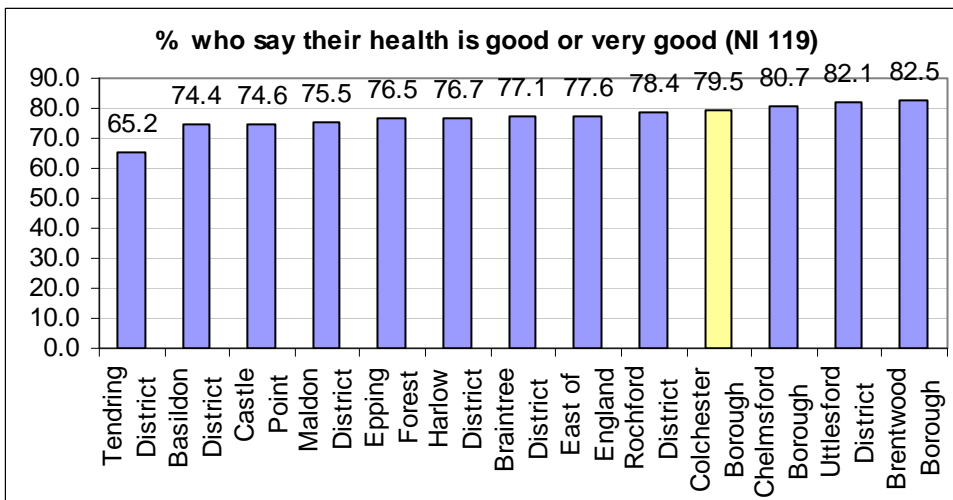


Chart 3.15 NI119 Colchester scored compared to Essex districts and East of England average

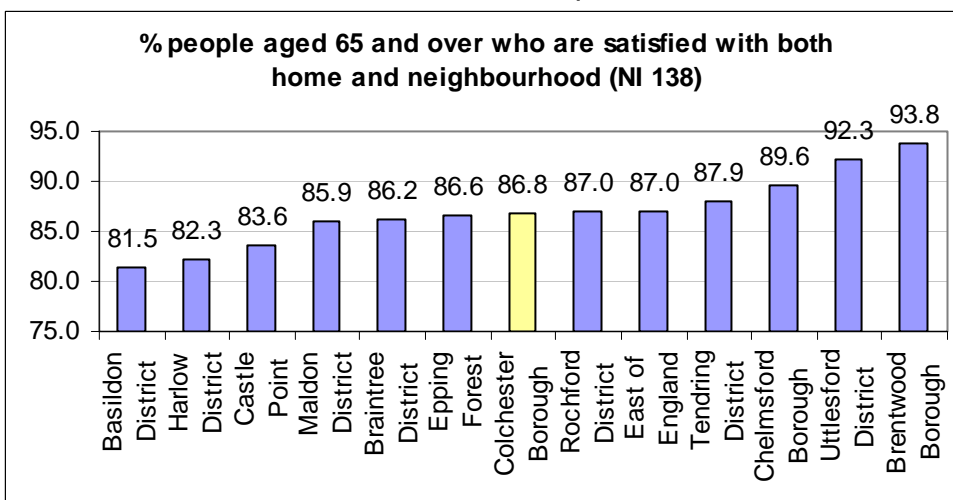


Chart 3.16 NI138 Colchester scored compared to Essex districts and East of England average

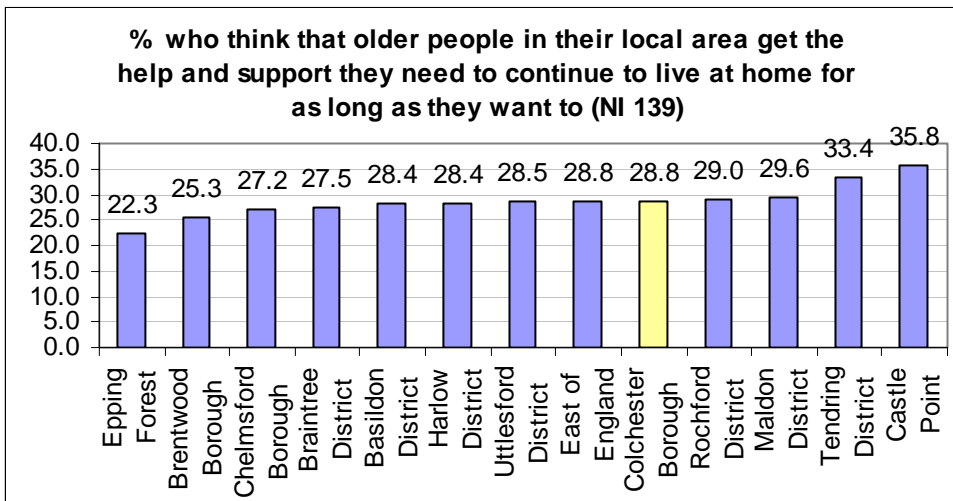


Chart 3.17 NI139 Colchester scored compared to Essex districts and East of England average

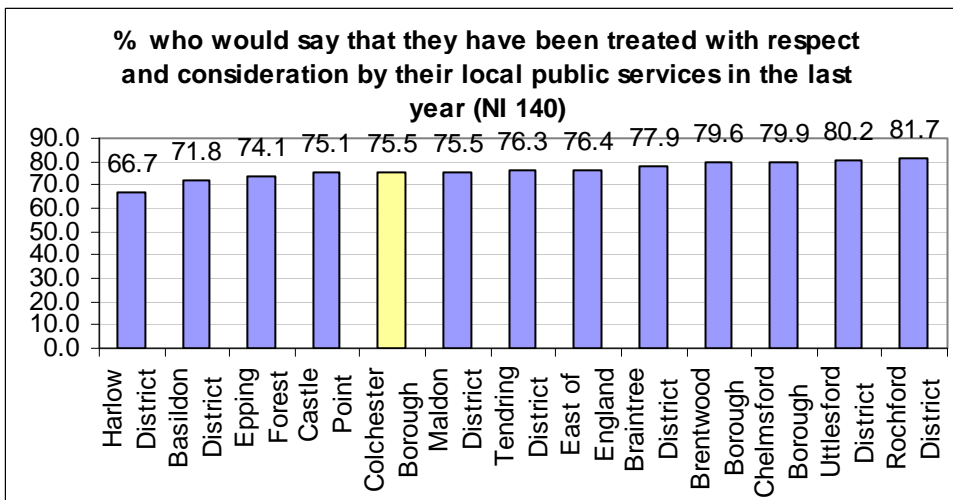


Chart 3.18 NI140 Colchester scored compared to Essex districts and East of England average

**Colchester Opinion Survey 2008
Colchester Visitors vs Residents**

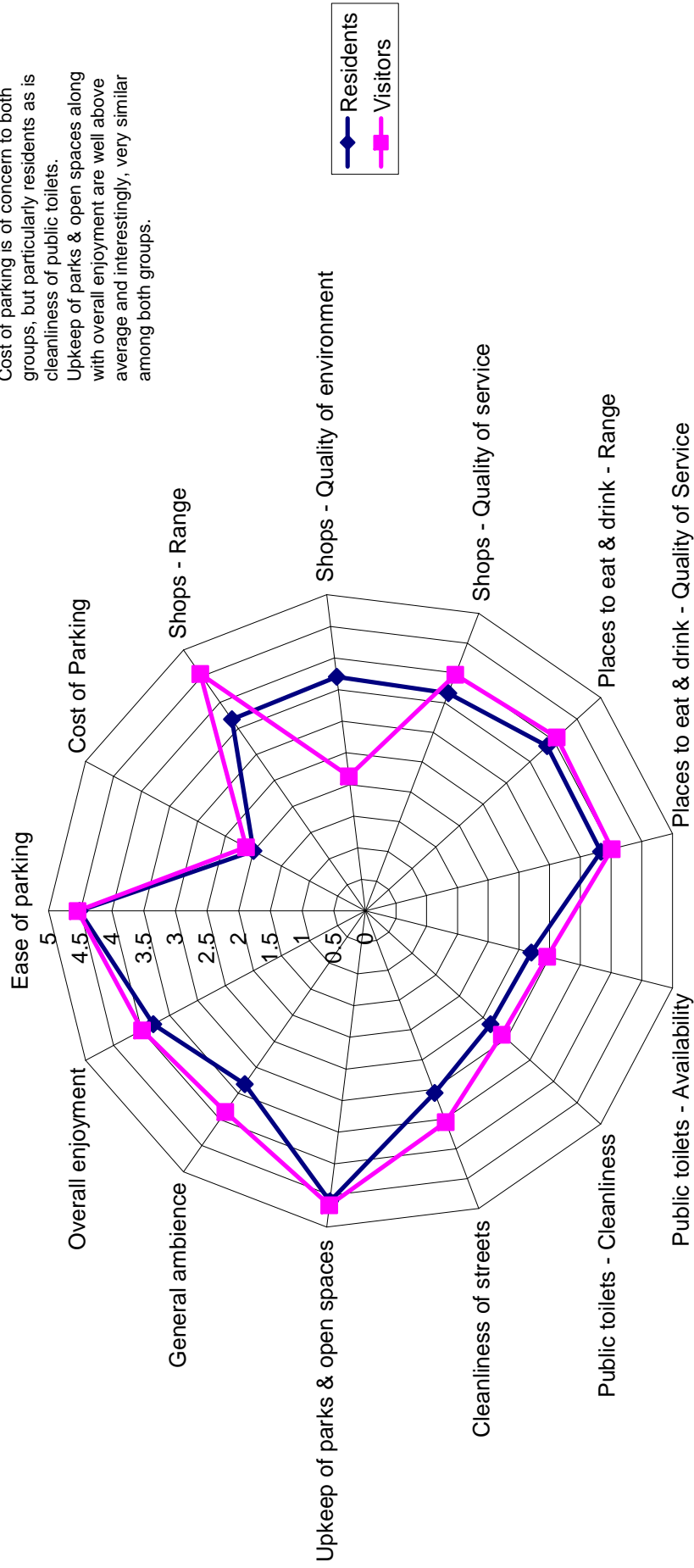
What is this Chart Telling Us?

Residents & visitors follow very closely the same pattern of opinion about key aspects of Colchester.

Visitors consistently have a higher opinion than residents which is a typical result found in this national survey.

Cost of parking is of concern to both groups, but particularly residents as is cleanliness of public toilets.

Upkeep of parks & open spaces along with overall enjoyment are well above average and interestingly, very similar among both groups.



3 November 2009

Report of	Head of Street Services	Author	Dave McManus Tel. 282625
Title	Graffiti Policy and Procedures		
Wards affected	All		

The Panel is invited to note and comment on the draft graffiti protocol.

1.0 Introduction

- 1.1 Research shows that when an area is covered in graffiti, the community as a whole begin to suffer. In Colchester we are seeing a steady increase in the levels of graffiti.
- 1.2 Graffiti is any illegal marking to walls and other surfaces. It covers a wide variety of forms including 'masterpieces', 'tags', juvenile scribbles, scratchings and etchings. Although there are many types of graffiti, by far the most prevalent throughout the Borough are juvenile scribbles which are responsible for most of the graffiti on our streets. This type of graffiti can often be offensive or indeed racist in nature.
- 1.3 Nationally English councils spend £27 million a year on graffiti removal and almost 90% of authorities think it is a problem in their area. Hotspots for graffiti are often subways, car parks and train stations which can create a negative first impression on our town.
- 1.4 In some cases graffiti can be extremely offensive which can cause concern and upset to local residents. Graffiti can often make residents feel unsafe and increases their fear of crime within their community.
- 1.5 In many cases though removal can be delayed significantly whilst permission and disclaimers are sought from private landowners.
- 1.6 Graffiti is illegal and prosecutions can be brought under the Criminal Damage Act 1971. Prosecution can lead to a jail sentence of up to 10 years, a hefty fine, or a detention and training order for those under the age of 18. Alternatively graffiti can be dealt with by way of a fixed penalty notice of £75 under section 43 of the Anti-social Behaviour Act 2003. Failure to pay the notice could result in a fine up to a maximum of £2,500.
- 1.7 The Council currently has considerable and lengthy lists of sites awaiting graffiti removal. The limited resources available require us to carefully balance this task with others such as the investigation and removal of Flytipping.

1.8 The accompanying draft protocol sets out a vision of how we will tackle graffiti removal in the future. The Panels comments are sought on this draft protocol.

2.0 Progress

2.1 In general, our customers perceive graffiti, litter and fly-tipping as being indicative of other crimes. If smaller crimes are allowed to incrementally build up and get worse then more serious crimes will begin to occur. This is the Broken Window theory – once one window is broken; it is not long before they are all broken. The proliferation of graffiti, even if it is not obscene, confronts the viewer with a sense that the environment they are in is uncontrolled and that anyone is allowed to do whatever they please.

2.3 Our customers are becoming more aware of the environmental quality of the areas in which they spend their time. The government is keen to promote the concept of liveability, which is linked to local environmental quality. Increasing legislation continues to add to the pressure that local authorities are under to provide a pleasant and clean environment for everybody to live, work and spend their leisure time.

2.2 The poor appearance of the local environment can have a significant impact on behaviour, with the lack of pride in an area leading to further degradation. For this reason, graffiti should be removed swiftly and offenders prevented from doing it again. Evidence has shown that if graffiti is removed rapidly and persistently, offenders are less likely to return.

2.3 There is no doubt that as cleanliness, in terms of litter, has improved in Colchester then graffiti has become more noticeable and more extensive. Many derelict buildings, subways and highway structures are increasingly targeted and left with unacceptable defacement.

2.4 Essex Police are also working hard to tackle this blight and keep a comprehensive database of identifying marks and graffiti. Close partnership working between the Council and the Police has already resulted in successful prosecutions.

2.5 Offenders are notoriously difficult to catch as most occurrences take place in quiet locations or after dark. It has therefore been the role of the Council simply to remove graffiti as soon as possible.

2.6 Progress has though been encouraging and partnerships are being formed with Essex County Council, Essex Police, Youth Offenders Scheme and organisations such as Virgin Media, responsible for many targeted junction boxes.

3.0 Standards

3.1 There is no statutory requirement for the Council to remove graffiti although its presence is recorded when reporting NI195 – the national indicator for cleanliness. It is though our responsibility to remove graffiti from buildings we own.

- 3.2 It is therefore a requirement for the Council to deal with graffiti in order to improve its ranking for the national indicator and to assist in meeting its Local Area Agreement targets.
- 3.3 The Council currently encourages its customers to report all incidents of graffiti through its Customer Service Centre. This ensures that all reports are logged and an accurate database maintained.
- 3.4 As part of the Council's Street Cleansing operation a "Clean Up Force" is provided. This team deal with Flytipping, Fly posting, litter clearance, accidents clearances as well as the removal of graffiti. Having such a limited resource is quickly putting the service under pressure to remove the increasing levels of graffiti. Although some graffiti, particularly offensive, will be prioritised it can be a matter of weeks and months before other locations are dealt with
- 3.5 Other services, such as the Community Street Wardens, also play an active part in graffiti removal. Wardens are often particularly active within their dedicated wards and work with community groups to carry out removal projects.
- 3.6 Education is still an important element of graffiti prevention. The Street Care Strategy highlights the need to constantly raise awareness and encourage a better local environmental quality. To achieve this we intend to continue with our campaigns.
- 3.4 Whilst it is important to raise awareness on environmental issues, to get people to go that extra mile and physically change their behaviour, you need to engage on a more personal level. Generic campaign messages are not strong enough and so research with our target audience will be essential. This will provide vital information on what messages and mechanism to use in a campaign. It will help to pinpoint the exact tone and strategy of the campaign. Having pre-tested ideas with the target audience we can then develop any campaign with confidence.
- 3.5 Responsibility for graffiti removal ultimately lies with the property owner. Graffiti offenders do not distinguish between privately or publicly owned property. Leaving a single piece of graffiti sends the message that graffiti will be tolerated and will quickly attract more graffiti. This undermines everyone's efforts and ultimately can waste money.
- 3.6 West Sussex County Council in April 2006 introduced a "clean all" approach. This approach determined that local authority services should not be exclusively for publicly maintained property. However this approach did not relinquish property owners from their responsibility to contribute to local environmental quality. Indeed any property owner, including public utility companies, who were regularly the victim of criminal damage, should contribute towards the service provision.
- 3.7 Careful consideration was given as to whether to make nominal charges for the cost of materials and labour. This was balanced against the cost of

administrating payment and the potential delays created. An efficient partnership funded service was able to clean defacement from a private residence, or local business, without the need for recharging in the majority of cases.

- 3.8 The second key area was the importance of removing graffiti as quickly as possible. The faster graffiti is removed the less likely it is to reappear. Once an area has been cleaned it must be regularly checked and re-cleaned as necessary. Swansea City Council has found that approximately 80% of graffiti cleaned has not reappeared within six months.
- 3.9 West Sussex found that in establishing a new service, particularly in areas with high levels of existing defacement, it was important to focus resources initially in a specifically targeted area. Consideration was given to not cleaning ad hoc over the whole town, city or county.
- 3.10 An uncoordinated approach can make it very difficult ever to get on top of the issue. By channelling the cleaning service, starting at the centre of town and working outwards, cleaning the main arterial routes entering the town or city and then gradually building on the area that is being managed, it is possible to bring graffiti under control.
- 3.11 Three years on West Sussex County Council and their districts have cleared over 53,000 square metres of graffiti in the last two years of operation. 98% of graffiti was cleaned within their target of 5 working days. The services are delivered in some cases by external providers.
- 3.12 Within our society of ever-increasing instances of litigation the issue of third party liability appears to be a common concern and can prove a barrier to delivering a 'clear all' approach. Moreover, many historic methods of graffiti removal have used dangerous chemicals and abrasives, or water at sufficient pressure to cause permanent damage to surfaces. This has led to many local authorities, including Colchester, becoming reluctant to remove graffiti from property they do not own and the resulting cleaning services having a very limited impact on the local environment.
- 3.13 Specialist removal systems can now remove or cover most defacement without leaving any evidence, or ghost, of the original marking. Indeed the use of over-painting can improve the appearance. Within the information gathering for the West Sussex report two local authorities confirmed that they had decided not to use a liability waiver for a period in excess of 18 months. During this time only one had experienced a third party claim and this totalled approximately £100 as a result of damage to a wooden fence.
- 3.14 Both Authorities verified they had made direct savings in respect of the staff time previously used in administrating such precautions. The issue of liability needs to be carefully considered and addressed by any Authority. Choosing when it is appropriate to use a disclaimer or liability waiver can help protect a fast responsive service whilst not inhibiting operations.

- 3.15 This Council currently removes graffiti on Council owned buildings. All other graffiti currently requires a disclaimer to be signed by the property owner and in most cases payment made. This process considerably delays matters and in many cases prevents removal.
- 3.16 The Panel are invited to comment on the approach taken at West Sussex County Council. To feed the debate we will present to Members at the meeting the details and financial and operational options available to the Council.

4. Strategic Plan references

- 4.1 The Strategic Plan includes 'Be Clean and Green' as one of its aims and as one of nine corporate objectives the priority to 'Reduce, Reuse and Recycle'.
- 4.2 Street Care services are identified in the Strategic Plan as an area in which there will be some significant changes to the direction, quality and level of service. The Street Care Strategy and Improvement Plan is the means to achieve this.
- 4.3 Recent research carried out to inform the priorities to be included in the Strategic Plan identified street care as a key area for improvement, with one of the lowest satisfaction ratings of all Council services.
- 4.4 Destination benchmarking research also highlights concerns about the cleanliness of Colchester's streets and the need to improve the quality of public toilets. This research compares visitor opinions about Colchester to those for similar historic towns; the results indicating satisfaction levels significantly lower than the average for other towns. Resident benchmarking surveys [same survey but restricted to residents rather than visitors] show a similar position.

5. Consultation

- 5.1 It is increasingly recognised that improving local environmental quality and particularly tackling and resolving 'low-level' neighbourhood problems such as litter and graffiti, abandoned cars and other nuisance behaviour is reliant on a neighbourhood approach.
- 5.2 It is our intention to carry out public consultation on the review of the Street Care Strategy to which this protocol is linked. It is therefore expected that we will receive feedback during this process

6. Publicity considerations

- 6.1 Given the importance and value that local residents place upon street care and street cleaning services this Graffiti Protocol is likely to attract significant media and public interest.
- 6.2 When formally adopted by the Council it is our intention to compliment this with a low level educational campaign to raise awareness. We have also have

an educational programme funded through Local Area Agreements reward grant which will take this message to educational establishments.

7. Financial implications

- 7.1 The Graffiti Protocol sets out the intent for the direction and intent for the way we deal with graffiti but also the direction in which future resources may be targeted. Agreeing the protocol itself does not have any immediate financial implications.
- 7.2 However, putting in place the necessary services to deliver an amended protocol may have some significant financial implications. The limitations on resources available will need to be recognised in subsequent action planning.
- 7.3 The West Sussex example contains an element of funding to each authority from the County Council. Individual authorities have then chosen to either manage the work in-house or to use external providers. Regardless of this choice contract values range from £45k to £65k. A dedicated team funded by the Council would cost in the region of £50k.
- 7.4 Removal of graffiti is currently carried out by the Council's Clean Up Force. The provision of a dedicated team would release this service for other street related functions.

8. Equality, Diversity and Human Rights implications

- 8.1 There have been many occasions where offensive graffiti has been seen in Colchester particularly racist and homophobic. It is therefore the intention of the Council, through this protocol, to deal with offensive graffiti as a priority.
- 8.2 An Equality Impact Assessment has been completed in line with this protocol.

9. Community Safety implications

- 9.1 A cleaner tidier place with less instances of antisocial behaviour will lead to improved perceptions about the place, less fear of crime and improved community safety.

10. Health and Safety implications

- 10.1 There are no particular operational health and safety implications as working practices will ensure a safe environment.
- 10.2 There are though health and safety implications by not clearing graffiti in an efficient and timely manner. Areas can become run down and lead to perceptions of crime and reduced levels of community safety.

11. Risk Management implications

- 11.1 The main risks surround the possible difference between the variable services of the protocol and managing the expectations of what can be achieved with

the resources that may be available. This risk may be intensified as these services have a significant influence on public opinion and the perception and reputation of the Council.

- 11.2 The other main risk concerns achieving a balance between education, enforcement and operational aspects. Enforcement in particular may not be easy to achieve. Whilst the clear goal is to reduce and prevent the amount of graffiti and other anti-social behaviour taking place and thereby contain the operational costs, the expectation may be that the Council should be prepared to deploy infinite resources to clear up afterwards.

Background Papers

Appendix One – Place Survey and Mori poll

Appendix Two – Residents and Visitor Benchmarking surveys



Guide to Graffiti

Prevention and Removal

Introduction

Graffiti comes in a wide variety of forms, from spray can scrawl to acid etching. But whatever form it takes, graffiti is an affront – an offensive eyesore that makes areas look neglected, that encourages anti-social behaviour and increases the fear of crime.

One relatively small piece of graffiti can have a disproportionately detrimental impact on an otherwise weoes our firm belief that it should not be seen as an expected element of the street scene.

This guide details our approach to the problem of graffiti and we are delighted to work in partnership with others who are equally determined to tackling this all-too familiar blight on our streets.

Tackling graffiti – which today appears in a huge variety of different forms, on a wide range of different surfaces – is not just a local priority. It is also one the government has made a commitment to tackle with the provisions made under the Clean Neighbourhoods and Environment Act and within initiatives such as the Cleaner, Safer, Greener Communities programme.

Likewise the addition of graffiti monitoring under National Indicator 195 has added greater responsibility on local authorities to tackle this issue. The defacement caused by graffiti is an act of criminal damage and should not be considered the same as legitimate commissioned pieces of street art. There are locations where murals and other community art projects can potentially enhance a local neighbourhood. These should be produced with due consideration and consultation with local communities.

Types of Graffiti



Tagging

Marks or logos often repeatedly left by young people as a means of identifying themselves to others.

E.g.: **HWC** – Highwood's Crew and
SCA – Spray Can Artists



Dubs or Pieces

Often multi coloured letters or images which tend to appear on isolated and high risk areas where offenders can work for longer without detection and which tend to lack any form of CCTV.



Stencilling

Allows an offender to apply a quick design using a prepared stencil and spray paint. In certain cases this could be high powered water source leaving a 'clean' area this is called reverse graffiti



Wall scribbling and slogans

Perhaps the oldest form of graffiti, used as a way of communicating a message. Words range from highly offensive, racist religious, sexual or political to memorials and messages of devotion.



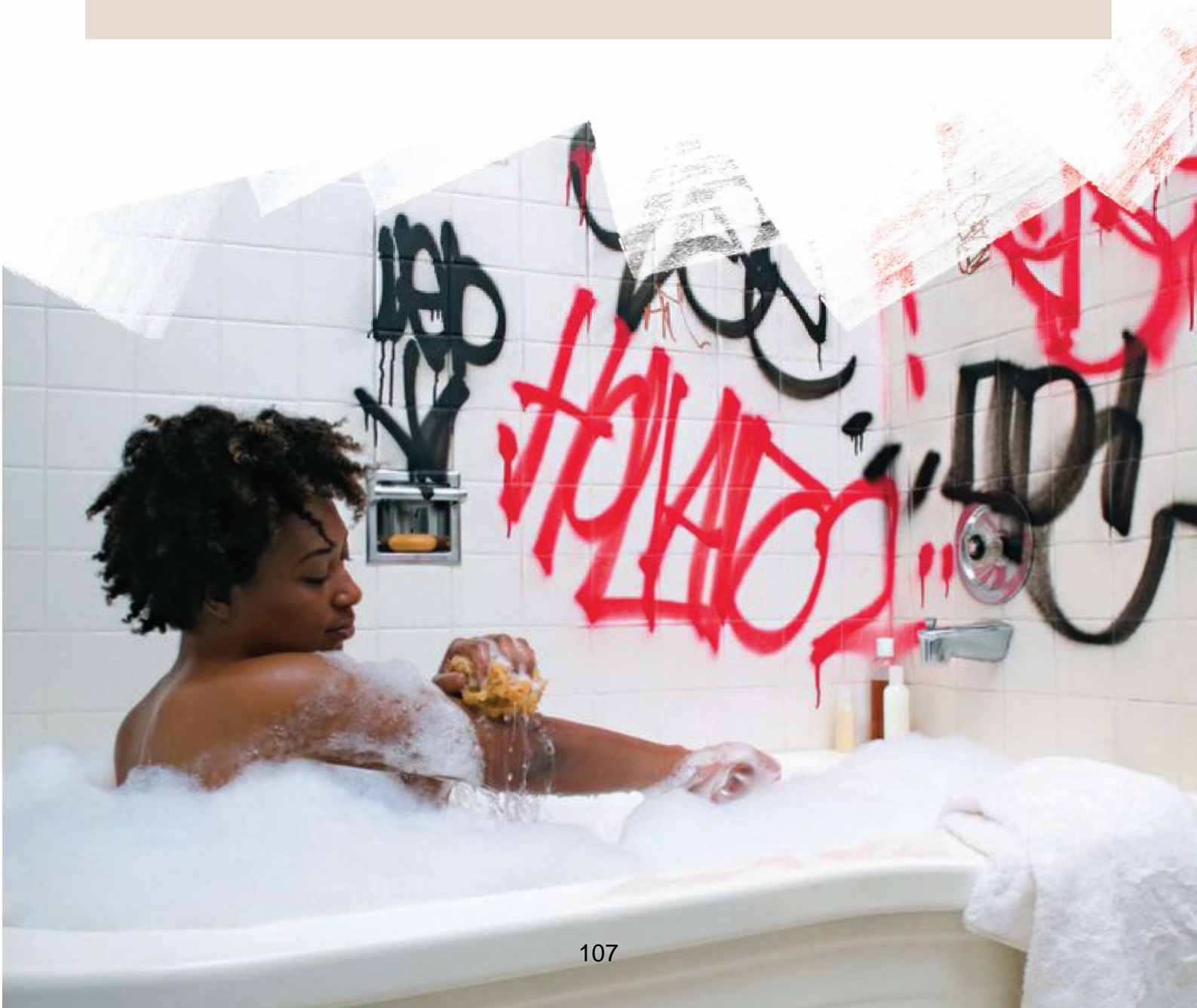
Acid Etching

To dissolve glass thereby etching it

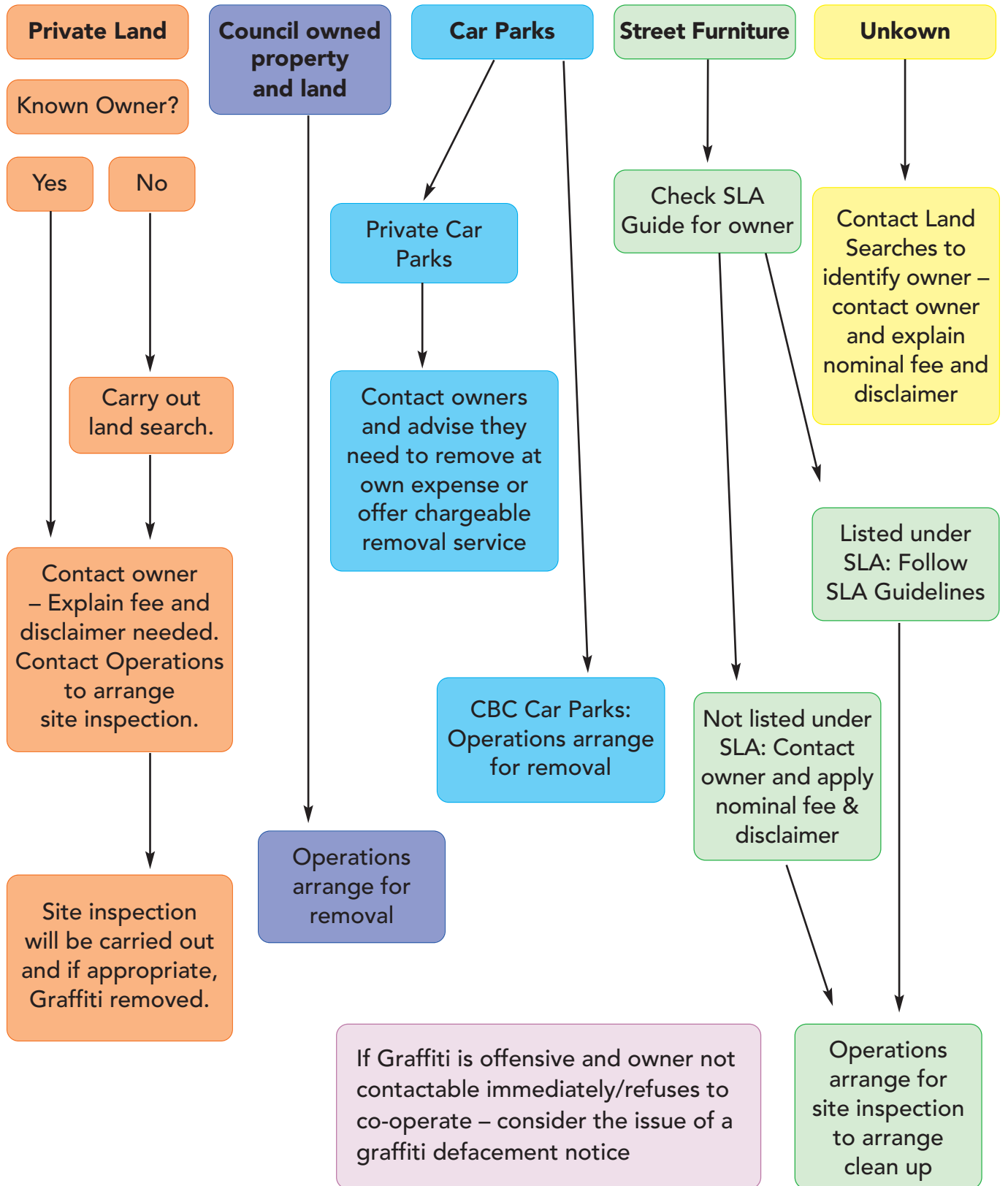


Dutch Graffiti

The scratching onto a surface, normally plastic or glass. This type of graffiti can prove costly as it often requires replacement of the entire surface defaced.



Existing Graffiti Procedures



Principles for effective removal and removal techniques

To tackle the problem of graffiti there are two key approaches that can be adopted within a co-ordinated structured programme.

Clean all graffiti or clean the areas of responsibility. Whichever you choose, do so as quickly as possible

A 'clean all' approach is certainly one which has the greatest impact. Local authority services should not be used exclusively for publicly maintained property as graffiti offenders do not distinguish between public and privately owned property. Leaving just a single piece of graffiti sends the message that graffiti will be tolerated and this will quickly attract more. This undermines everyone's efforts.

However, this approach does not relinquish property owners from their responsibility to contribute to the local environmental quality. Indeed, any property owner, including public utility companies, who are regularly the victim of criminal damage, should contribute towards the service provision. This approach also requires financial commitment

Cleaning areas of responsibility is currently the practice of this Council which operates a graffiti cleaning removal service and can provide an effective service those affected by graffiti. Nominal charges are made for materials and labour. Graffiti cleaning kits are available on loan for residents to tackle small minor graffiti incidents on private property.

Whichever option is chosen it is important to remove the graffiti as quickly as possible. The faster it is removed, the less likely it is to reappear. Current local timescales racist or abusive graffiti is removed within 24 hours while the aim is to remove non abusive graffiti within 72 hours or 3 working days. However, changing operational priorities often mean this is not the case.

Removal techniques

There are a large number of different removal systems and products available but careful consideration needs to be given to the appropriateness of the product on the type of surface graffitied. The issue of using a disclaimer for privately owned property has arisen in part to the methods used for removal and the abrasive cleaners that can cause damage to surfaces. It is important to utilise all methods available dependant on graffiti type and surface. This can be grouped into three blocks with appropriate removal methodology for both.

1. Paint out/Paint over

20/40% of graffiti can be painted out by colour matching the existing surface. This provides a cost effective, quick sustainable solution with least risk of damage to the surface. It removes graffiti and gives the ability to cover any future instances quickly. This option can be suitable for both a small and large scale as brushes, rollers and (for large scale) HVLP paint systems. This method is also suitable for wooden fencing.

2. Porous Surfaces

30/40% of graffiti is on surfaces such as brick, concrete and breeze blocks. This is where the majority of damage occurs in removal and where the introduction of disclaimers has arisen.

Special consideration must be given to historic and listed buildings and those made of natural stone where certain products can damage the surface areas.

Specialist products are available to break down the paint before washing away. Non specialist products including gels and paint strippers are not able to break down the paints and this can result in a 'ghosting' effect where traces are left and specialised training is often needed to use these hazardous products. The use of a jet wash should only need to be considered in extreme circumstances.

3. Wipe on/Wipe off

30-40% can be simply wiped away using chemical graffiti removers designed for sensitive surfaces. These are often available as wipes or in liquid form and are available for residents to use in graffiti cleaning kits.

Attention should be given to ensure that the products used are specifically for sensitive surfaces. Many products in the market place are not appropriate for sensitive surfaces. They can damage the underlying substrate, milking or clouding Perspex and attacking signs, leaving them needing replacement. Like some paint over work, non-specialist people can use the wipe on wipe off method. For example, Community Wardens or local residents' groups could be provided with a graffiti cleaning kit which supply wipes to respond quickly to fresh attacks. It is not the best use of the full time graffiti team to travel across town to remove an abusive tag in marker pen that takes two seconds to remove. Clear guidance information is provided to users and due consideration on the nature of the products supplied are essential for health and safety.

Consideration should be given to preventative measures such as

Anti-graffiti coatings

These come in two main forms.

Firstly sacrificial coatings, often wax based, are washed away when the defacement is cleaned and then have to be reapplied.

The second category provides a more permanent coating that aims to make repeat incidents easier to clean by creating a barrier stopping the ingress of the paint.

With the development of effective removal systems as described previously the appropriateness of protective coatings needs careful consideration. Some coatings available on the market can be very detrimental to the appearance of a surface and should be avoided like some graffiti cleaners. Indeed, unlike graffiti, an inappropriate coating can be virtually impossible to remove. The most effective coatings are often very expensive and can far exceed the potential cost of

removal and even that for repeatedly hit areas.

A well-executed paint over remains the cheapest method. However, in some situations, coatings can be an essential tool in protecting a surface from defacement. A public mural could be coated to protect it from the defacement caused by the graffiti offender, although experience seems to indicate effective community art projects rarely become targets for the graffiti offender.

The Environment

It is important to focus resources initially in a specifically targeted area. Cleaning ad hoc over the whole Borough is an uncoordinated approach and makes it very difficult to get on top of the issue. By channelling the cleaning service, starting at the centre of town and working outwards, cleaning the main arterial routes entering the town or city and then gradually building on the area that is being managed, it is possible to bring graffiti under control. This requires a dedicated team of operatives.

It is imperative that effective systems are in place to inspect hot spot areas to ensure any new offences are reported and removed as quickly as possible. The added value of beginning with the town centres and the arterial routes is to give the impression that an area does not have a graffiti problem in the eyes of any visitors. If historic graffiti is not cleaned the service will be continually "playing catch up". And, over an extended period (e.g. 3 years plus) the level of graffiti, and therefore the cost of cleaning, can potentially be reduced year on year to a minimum level that is responsive to new instances.

Any under-utilised resource can then be used to improve other environmental factors having a negative impact on the street scene. Such as intensive street cleansing, chewing gum removal, sign washing and fly poster obliteration. This longer term view is essential to avoid public money being repeatedly thrown at an issue without ever seeing any noticeable benefit.

Liability and Enforcement

Within our society of ever-increasing instances of litigation the issue of third party liability is a concern and can prove a barrier to delivering a 'clear all approach. As many historic methods of graffiti removal have used dangerous chemicals and abrasives, or water at sufficient pressure to cause permanent damage to surfaces, this, coupled with limited funding to provide a 'clear all' service has led to many local authorities becoming reluctant to remove graffiti from property they do not own and the resulting cleaning services having a very limited impact on the local environment.

Specialist removal systems can now remove or cover most defacement without leaving any evidence, or ghost, of the original marking. The use of over-painting can improve the appearance.

The issue of liability needs to be carefully considered and addressed in Colchester and choosing when it is appropriate to use a disclaimer or liability waiver can help protect a fast responsive service whilst not inhibiting operations.

Education

There is a wide range of views into the effectiveness of having approved or tolerated graffiti areas in reducing levels of graffiti crime. However generally the use of open access walls or tolerated areas acted as training areas for offenders and gave very mixed messages to young people. These tolerated sites can have the same detrimental impact on people's perception of an area and increase the fear of crime. Keep Britain Tidy have recently issued statements in support of this theory.

Part of the controversy associated with graffiti-style art is in the language used. A piece of commissioned street art would not be considered in any way similar to the damage caused by a graffiti vandal. (See Lucy Lane Underpass) Like any form of public art there are often strong opposing views. Once finished the pieces were covered with a protective coating and any graffiti added to it cleaned immediately. Graffiti-style or street art can be used in a controlled youth engagement programme. It can be a powerful tool in working with disengaged or hard to reach young people.



Lucy Lane, Stanway

Reporting and monitoring

The effectiveness of any cleaning regime relies on knowing where incidents have occurred. Over time it is possible to identify hot spot areas for targeting cleaning resources. Colchester's Customer Service Centre acting as a single point for reporting removes confusion and the frustration caused to a member of the public who is being repeatedly redirected to the appropriate office. Area

Watch groups can provide large numbers of eyes on the ground. And the street care strategy sets out the need to support community groups who can then become involved as environmental champions able to report a range of issues affecting the local area.

When working with local residents it is important not to raise expectations beyond a deliverable service provision, whilst still being able to gather the necessary information.

Photographing graffiti which reappears is both relevant and provides up to date meaningful information. The British Transport Police maintain a Tag database that has been successfully tracking offenders across the country and beyond international boundaries and which Colchester Borough Council has access to.

Service Delivery Options

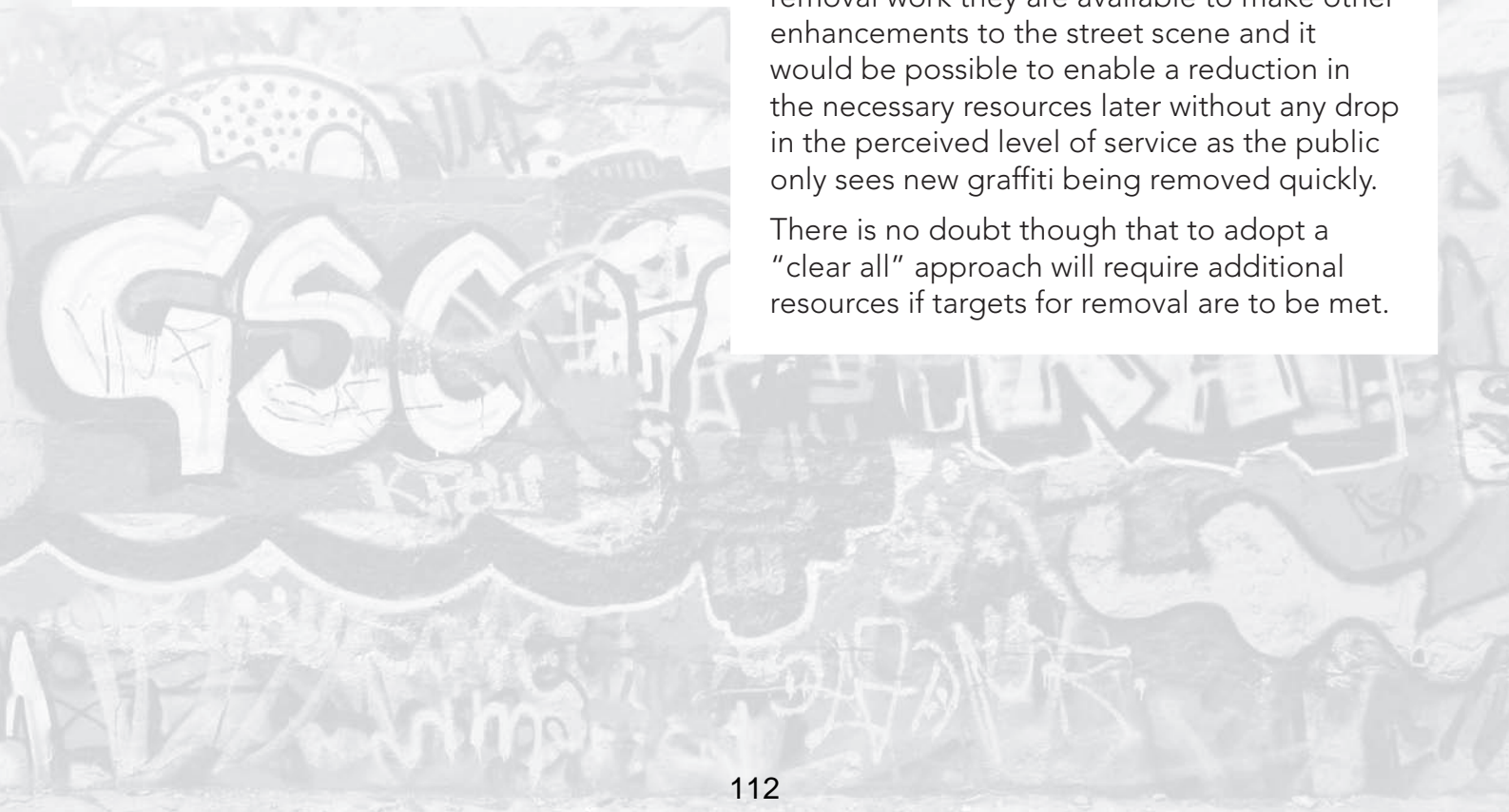
In establishing a new graffiti removal service careful consideration should be given to the different options for delivery. Within Colchester Borough Council we have graffiti removal services that are delivered by internal staff and service level agreement with various bodies to clear street infrastructure.

Historically, incidents of graffiti have been left un-cleaned whilst adjacent offences have been removed because of boundaries in responsibility; a local highway maintenance team would clean a road sign but not the Borough Council litter bin adjacent to it.

The establishment of graffiti partnerships has helped to remove this barrier to delivery and bring in a more seamless operation. The methodology discussed in this document should enable Colchester to take control of the graffiti issue on land it manages. It is not necessary for Colchester to resign itself to having a high level graffiti budget forever. The partnership arrangements we have with some of statutory undertakers illustrate some of the added value that can come from graffiti removal work.

Consideration for funding the service should allow for operational teams to be able to offer this service whilst making the most of the staff resource. When not engaged in graffiti removal work they are available to make other enhancements to the street scene and it would be possible to enable a reduction in the necessary resources later without any drop in the perceived level of service as the public only sees new graffiti being removed quickly.

There is no doubt though that to adopt a "clear all" approach will require additional resources if targets for removal are to be met.



Conclusion

The defacement caused by graffiti is an act of criminal damage and should not be considered the same as legitimate commissioned pieces of street art. There are locations where murals and other community art projects can and do enhance the local neighbourhood, such as the Lucy Lane underpass and Stanstead Road Pill Box (photos). These should be produced with due consideration and consultation with the local communities.

Graffiti is a blight on our environment and a criminal act. If this problem is not treated with respect and afforded the necessary resource it will escalate and allow the environment in which we live deteriorate to an unacceptable standard.



Appendix

Current service level agreements (SLA) between Colchester Borough Council and Statutory Undertakers

- Virgin Media
- BT – Street based cabinets and telephone kiosks
- Mobile Phone masts – in house cleansing
- Royal Mail – box boxes
- EDF – street based structures
- Transco – GAS – street based structures
- Anglian Water – street based utility boxes
- JC Decaux – bus shelters
- Parish council bus shelters
- Statutory Undertakers (Rail, NHS, Educational establishments)
- Essex County Council – street furniture: carriageway bollards directional road signs, lamp posts,
- Colchester Borough Homes

Other agreements:

Youth Offenders – monitor underpasses and repaint as and when graffiti appears – respond to requests from CBC street care.

Probation Service- specific project work to be undertaken – graffiti removal on small sites (street name plates and certain highways furniture) or large sites and painting over

Essex Police and British Transport Police – partnership in place – photograph tags around the borough and enter on database.





Strategic Overview and Scrutiny Panel

Item
12

3 November 2009

Report of	Head of Street Services	Author	Samantha Preston Tel. 282707
Title	Climate Change and Carbon Management update		
Wards affected	All		

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

1. Action required

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

2. Reason for scrutiny

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

3. Background information

- 3.1 The Council signed the Nottingham Declaration Commitment in February 2007 and as such has developed a strategy and action plan to fulfil its commitments. A report was presented to the Strategic Overview and Scrutiny Panel in November 2008 which reported on the Council's progress with regard to climate change mitigation and adaptation work, this is the second annual review of that report.

The Strategy and Action Plan was formally adopted by Cabinet in March 2009 and the panel are now invited to review the Council's progress under the four priorities; reducing our own carbon footprint, becoming a community leader, delivering sustainable services and using our powers.

4. Further sections

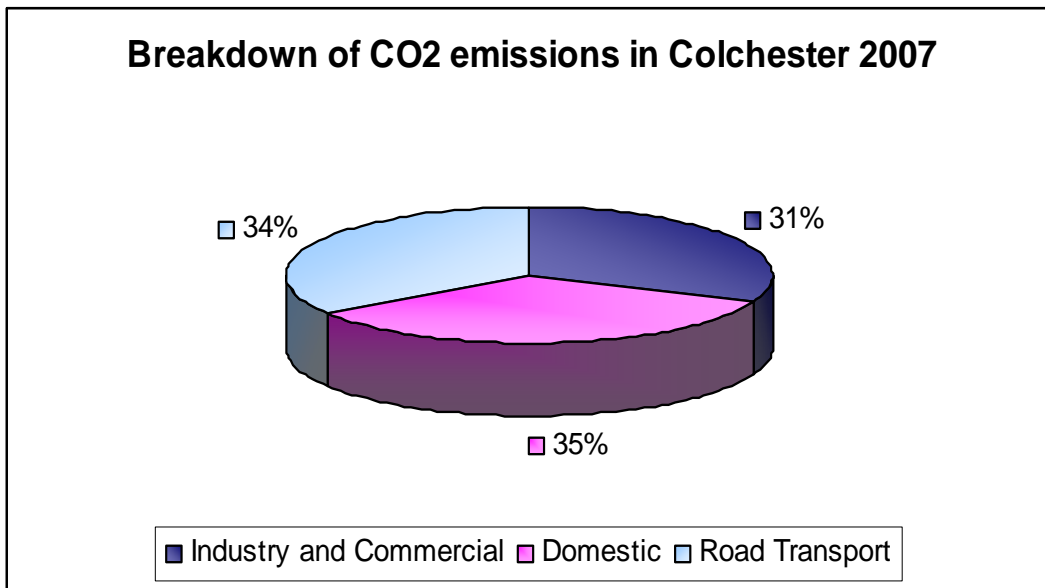
- 4.1 The Council has several targets relating to climate change mitigation and adaptation.
- NPI 185, CO₂ reduction from local authority operations (requires year on year percentage decrease)
 - NPI 186, Per capita reduction in CO₂ emissions in Local Authority area
 - NPI 188, Preparing to adapt to climate change
 - Colchester's Carbon Challenge, 30% reduction in CO₂ emissions in the borough by 2020
 - Local Authority Carbon Management programme (LACM) – 25% reduction in CO₂ emissions from our own operations by 2012.

4.2 Local Area Agreement and National Indicator Performance

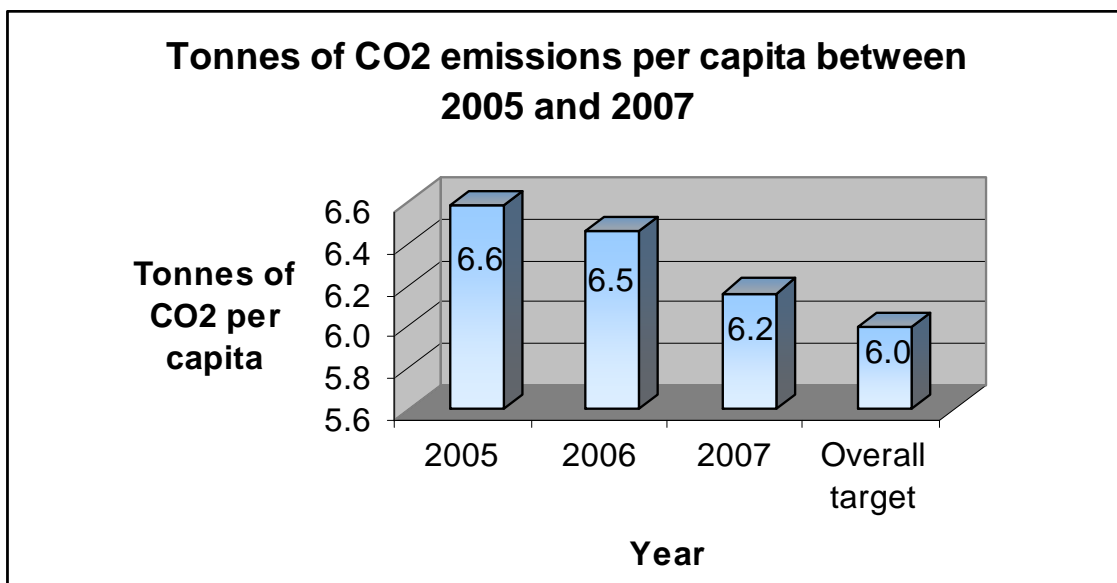
National Indicator 185 requires the Council to collate data from its own buildings and operations in order to calculate its total CO₂ emissions. The first year of the indicator, 2007/08, was the collection of data to create the baseline which was successfully completed.

National Indicator 186 requires a reduction in CO₂ emissions per capita in the local authority area. The data for this indicator is provided by the Department of Energy and Climate Change (DECC) and runs two years behind the reporting year (in 2009 we received the data for 2007).

The graphs below shows the breakdown of emissions for the different users of energy in the borough; transport, industry and domestic.



The graph below shows the reduction of emissions achieved per capita from the baseline year of 2005 to 2007.



The 2011 target of 6.0 tonnes of CO₂ per capita is a 9% reduction in emissions per capita from the baseline year of 2005. So far the **total recorded percentage reduction of CO₂ is 6.4%** between 2005 and 2007.

National Indicator 188 requires the Council to adapt to climate change. This is a process driven indicator and is assessed through a self assessment matrix where the individual authority can monitor progress against benchmark actions. Colchester achieved the Essex wide target of Level 1 in the first year of this indicator and is on track to meet Level 2 requirements by April 10. Level 1 is 'Public commitment and risk based assessment' and Level 2 is 'Comprehensive risk based assessment and prioritised action in some areas'.

4.3 Reducing our own emissions

The Council continues to work through the Local Authority Carbon Management programme to reduce CO2 emissions from its buildings and operations. A progress report has shown that since the baseline year of 2006/07 to date we have saved approximately 660 tonnes CO2 (similar to the emissions of around 110 homes) with a cost saving of around £160,000 based on today's energy prices.

The projects that are included in this saving are;

- Staff awareness campaign
- Vending machine timers
- PowerPerfector
- Town Hall fuel conditioning
- Fitness Pool Refurbishment

We are looking at a range of projects for phase 2 of the programme and are assessing various funding options for these. It is likely that some of these projects will qualify for Salix funding which can offer up to 100% of the project costs in the form of an interest free loan.

The projects in phase 2 include;

- Sheltered housing heating overhaul
- PowerPerfector in sheltered housing
- Multi-storey car park lighting
- Insulation of Moot Hall roof
- Replacement of heating at Natural History Museum
- Bio-mass boiler at Highwoods

We are currently encouraging staff to become more energy efficient in their homes and are offering a free one month loan of an energy monitor. The response to this offer has been extremely positive with a waiting list now until June next year. The monitors help to show real time cost savings of being more energy efficient based on actual energy usage.

4.4 Becoming a community leader

The Council continues to undertake a range of activities to help promote and raise awareness of energy efficiency across the borough. In the last year we have held or taken part in over 15 community events across the borough including the Welfare Markets, SOS Bus Tours, Celebrate Festival and National Customer Service Week. We have now collected a total of 2586 energy saving pledges from local people which could potentially save 975 tonnes of CO2. We have handed out over 1000 energy saving lightbulbs and over 400 PC powerdown plugs.

To promote energy saving week the Council are holding a town centre market with a range of fun and interactive stalls. This will include the Energy Saving Trust exhibition vehicle and driving simulator, Cycle Colchester and the Blenda Venda, The Big Garden with apple pressing and home grown produce, Warm Homes, Energy efficiency, Recycling and Essex County Council Transport.

The Council supported a Borough wide mail out to all homes with the Energy Saving Trust, offering free Home Energy Checks (HECs). The HECs can help to show residents where they can save energy and money and the Energy Saving Trust offer follow up support with this service. Colchester had an excellent response rate of over 10% to the mail out. The EST reported that this was one of the highest responses they had ever received nationally. The results from the HECs will also be used by our Warm Homes Project team to target those who could access grants for insulation measures.

The Council's Climate Change Officer has presented to and taken part in; tenants meetings, the Town and Parish Council forum, community groups and many more. This has meant that the Council now deals with and supports many in depth enquiries about potential community projects. We have developed a good working relationship with the Energy saving Trust Advice Centre to offer on going support to these groups.

The Council has developed an Eco-Guide to Colchester which includes information and contact details for a variety of Council services that can help people to; save money, stay healthy and save the environment. The topics include; Energy Efficiency, Warm Homes, Food Waste, Renewable Energy, Tourism & Culture in Colchester, Transport, Parks and Recreation and also communications with the Council. The guide is available in a printed format but the main promotion will be for an interactive version on our website.

The Council received £50,000 through the Local Area Agreement Reward Grant to provide a service for local businesses. This project has been developed with Groundwork and will help 100 local businesses and organisations to become more energy efficient. The project will be starting in November and will include either; an energy review with full report and action plan, or an in depth workshop. The project will work on a first come first served basis. Colchester Borough Homes were also awarded £6000 for a 'Green Champions' project where paid volunteers will visit around 3,500 homes offering environmental advice.

4.5 Delivering Sustainable Services

The Council's Climate Change Officer regularly attends Senior Management and Scrutiny Panels to ensure that the issues of climate change mitigation and adaptation stay on the Council's agenda. Visits to individual GMT's will be continuing to help services understand how these issues will impact on them.

In order to support work across all services the Council applied for the Energy Saving Trust 1:1 Support Programme, the benefits of which include 40 days free consultancy. The Council were successful in this application and have senior level project sponsors including Councillor Lyn Barton Portfolio Holder for Planning, Sustainability and Environmental, Adrian Pritchard and Ian Vipond. The initial stage of the programme includes an in depth questionnaire to be completed by all services which is then analysed by the Energy Saving Trust (EST). We have now completed the questionnaires and will expect the results within the next two months. The EST will then help us to develop key actions to improve sustainability and an action plan to implement them. The programme lasts for two years.

The Sustainability Action Group will now form the working group for the 1:1 programme and will continue to raise issues at team meetings and GMT meetings. This group will also continue to monitor progress through the Nottingham Declaration Strategy and Action Plan.

Throughout all climate change mitigation and adaptation work it has been essential to develop strong working partnerships. The Council is a member of the Essex Partners

Adapting to Climate Change (EPACC) group, Essex Carbon Reduction Officers Network (CORE) and Carbon Action Network – East (CAN-E). Through these groups we share best practice, monitor progress on a County wide and regional level and develop new projects.

The Councils Warm Homes Project team continue to support local people in accessing grants and advice on home energy efficiency and insulation. The team also carries out many promotional activities to raise awareness of fuel poverty issues and energy efficiency. A joint project with the PCT has allowed the Council's Fuel Poverty officer to offer help for people with health problems that can be related to fuel poverty, this includes 'hard to treat' properties in the New Town area and is the first project of its kind in the UK.

As a member of the Colchester2020 Travel Plan Club, the Council continues to develop new incentives to promote the use of more sustainable travel by staff. This includes a range of incentives including; discounted bus and rail travel with season tickets and for occasional journeys, discounted bicycle purchase scheme, on site facilities, training, a secure car share website and promotion of national events eg Bike Week. These are supported through parking charges for staff commuting to work by car. The Council is also carrying out work to increase the uptake of cycling for local journeys through infrastructure improvements, marketing and training as part of its Cycling Town status.

4.6 Using Our Powers

The Council's Core Strategy sets out an ambitious target for new developments to have 15% renewable energy where viable. This is 5% higher than regional targets which will help to ensure that future development will have minimised environmental impact.

The Councils new Procurement Strategy has a section on sustainability which aims to not only reduce the environmental impact of the goods and services we buy but also to encourage our suppliers to become more sustainable. The Strategy also sets out a priority to educate staff on the benefits of sustainable procurement and encourages them to consider this when procuring goods or services.

The Council employs over 1000 people and as such has a responsibility to encourage staff to be more energy efficient at home. Because of this, and taking into account implications of flexible working, we will be developing a 'home workers' pack. This will include information on saving energy at home along with free energy saving lightbulbs and powerdowns.

5. Strategic Plan references

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

6. Consultation

- 6.1 There are no consultation implications as there is no decision to be made

7. Publicity considerations

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

8. Financial implications

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

9. Equality, Diversity and Human Rights implications

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

10. Community Safety implications

10.1 There are no community safety implications

11. Health and Safety implications

11.1 There are no health and safety implications

12. Risk Management implications

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

Background Papers

Nottingham Declaration Action Plan

Priority 1 – Reducing our carbon footprint

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Local Authority Carbon programme (LACM)	Strategy and Implementation Plan (SIP) Work with Carbon Trust to assess all CO2 emissions from Council services and operations to develop a baseline and from this establish a target for reduction.	No direct cost - officer time only	The strategy and implementation plan will be a working document that can be followed to ensure progress is made in achieving the target. The document sets out a programme of activities. We believe that this programme of activities will not only deliver carbon reductions in line with our Climate Change Strategy and significant cost savings for the Council, but will also position ourselves for impending new regulatory requirements such as the EPBD, The National Framework of Performance Indicators and the Colchester 2020 Carbon Challenge.	Completed - March 08	Lee Spalding
LACM	Refurbishment of fitness pool at Leisure World	£372,000	Annual saving of 412 tonnes of CO ₂ and £60,000 in energy costs.	Oct 09	Lee Spalding
LACM	Replacement of cremators at Colchester Crematorium	£750,000	Annual saving of 167 tonnes of CO ₂ and £23,000 in energy costs.	2009	Lee Spalding
LACM	Replacement of heating system and insulation of roof at Colchester Castle	£326,000	Annual saving of 18 tonnes of CO ₂ and £3,000 on energy costs.	2010	Lee Spalding
LACM	Replacement of lighting at Rowan House offices	£150,000	Annual saving of 36 tonnes of CO ₂ and £5,000 on energy costs.	TBC	Lee Spalding
LACM	Time control for vending machines	£90	Annual saving of 56 tonnes of CO ₂ and £7,000 on energy costs.	Completed	Lee Spalding

LACM	Installation of PowerPerfector at top ten electricity usage sites	£113,000	Annual saving of 313 tonnes of CO ₂ and £41,000.	Completed	Lee Spalding
LACM	Installation of Eco Flow fuel conditioning at the Town Hall	£1,000	Annual saving of 6 tonnes of CO ₂ and £1,000.	Completed	Lee Spalding
LACM	Staff awareness campaign	No direct cost - officer time only	The purpose of the awareness campaign is to engage staff with saving energy at work and at home. To date we have saved approximately 80 tonnes of CO ₂ which equates to financial savings of £20,000. We are currently focusing on home energy efficiency to tie in with flexible working. Once staff have all moved in to Rowan House we will re-launch the work campaign to ensure staff continue to switch of lights, computers and printers.	Completed/on-going	Sam Preston
	Poster campaigns				
	Tips, information and updates on the HUB (include daily tip banner on homepage)				
	Articles in one magazine on major projects and updates				
	Energy Monitor Loans for all staff				
	Home workers pack				
LACM	Refurbishment of Lion Walk Toilets	£342,000	Annual saving of 12.6 tonnes of CO ₂ and 640,000 litres of water.	Completed - July 08	Dave McManus
LACM	Fuel additive added to diesel for waste and recycling fleet	£130 / month	Annual saving of 43.5 tonnes of CO ₂ and £12,325 on fuel costs.	Completed/on-going	Paul English
LACM	Valve and Flange insulation at 12 sheltered housing sites (Colchester Borough Homes)	No cost	Annual saving of 164.8 tonnes of CO ₂ and £17,266 on energy costs.	Completed	Bob Barnes

LACM	Upgrading of heating and hot water systems and controls at sheltered housing schemes	£50,000	Annual saving of 111 tonnes of CO ₂ and £15,000 on energy costs.	Mar-10	Lee Spalding
LACM	Installation of PowerPerfector within sheltered housing schemes	£30,000	Annual saving of 100 tonnes of CO ₂ and £16,000.	Oct-09	Lee Spalding
LACM	Replacement of lighting in multi-story car parks	£500,000	Annual saving of 137 tonnes of CO ₂ and £21,000.	TBC	Lee Spalding
LACM	Upgrading Moot Hall roof insulation and lighting within Colchester Town Hall	£5,000	Annual saving of 9 tonnes of CO ₂ and £1,000.	May 10	Lee Spalding
LACM	Upgrading of Building Energy Management systems	£180,000	Annual saving of 189 tonnes of CO ₂ and £26,000.	Mar-10	Lee Spalding
LACM	Bio-mass heating system for Highwood Resource Centre	£30,000	Annual saving of 8 tonnes of CO ₂ and £1,000.	Dec-09	Lee Spalding
LACM	Replacement of business mileage with electric pool cars	£160,000	Annual saving of 45 tonnes of CO ₂ and £115,000.	TBC	Lee Spalding
LACM	Replacement of Roof & Heating/ ventilation at Mercury Theatre	TBC	TBC	TBC	Lee Spalding

LACM	Replacement of Heating at Natural History Museum	TBC	TBC	July 10	Lee Spalding
Sustainability Action Group	Quarterly meetings with a sustainability representative from each service area	No direct cost - officer time only	Enables the group to discuss environmental initiatives from across the Council and allows for joint working where possible. Acts as a critical friend for any proposed project.	On-going/quarterly	Chris Dowsing
Waste and recycling collection	Using biodiesel in the waste and recycling collection fleet	£400,000 / year	Rough estimate - annual saving of 486 tonnes of CO ₂ .	Completed/on-going	Paul English
Wind Turbine project	Development of large scale wind turbine in the North of Colchester	The project should provide the Council with an income	The turbine will provide renewable energy - approximately 2 Mega Watts of electricity which can be sold or used for nearby developments.	2011/12 (est)	Chris Dowsing
Wind Turbine project	Development of wind turbine project group meetings and project plan	No direct cost - officer time only	We are working for Partnership for Renewables to deliver this project	Completed/on-going	Lee Spalding
Spatial Policy	Sustainable Construction Supplementary Planning Document	No direct cost - officer time only	Offers advice on the different types of renewable energy technology, including prices and planning considerations.	Completed - Oct 07	John Buchanan

Priority 2 – Becoming a community leader

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

				Colchester Council - Driving Forward the Energy Saving Message		
LACM	Articles in Courier and Common Ground on all major projects or energy saving updates	No direct cost - officer time only		This will keep people informed of what the Council are doing.	On-going	Sam Preston
LACM	Development of LACM area on the Council's website	No direct cost - officer time only		This will keep people informed of what the Council are doing. Updates will also be added to reflect any relevant press releases.	On-going	Sam Preston
Raising awareness - local community/residents	Promotional events	No direct cost - officer time only		This will help to encourage local people to reduce their carbon footprint and become more energy efficient.	On-going	Sam Preston
	Town centre roadshows					
	Presentations to local groups, businesses and schools					
	Take part in local events and fun days					
	Develop publication to go to every household giving energy saving advice					
Climate change area on website - Giving energy saving advice and tips, information and updates on Council/local activity						

	Articles in Courier on all major awareness raising projects and events						
	Press release for all major events						
Raising awareness	Develop an Eco-guide (printed and interactive)	£1,500		The eco-guide brings together a range of Council services that can help people to save money, stay healthy and save the environment. It gives practical advice and contact information.	Completed	Sam Preston	
Supporting local businesses	Develop business green doctor scheme to offer free environmental consultant to local businesses	£50,000		Businesses will be able to significantly reduce their CO ₂ emissions while increasing profit through reducing energy costs. The project will support 100 local businesses and organisations.	On-going – scheme will commence in November 09	Sam Preston	
Supporting community groups	Support funding applications for local community groups and help them to promote energy efficiency	No direct cost - officer time only		This will help community groups access money for renewable technologies and promoting the benefits of energy efficiency. We are currently supporting; Transition Wivenhoe Transition Colchester	On-going	Sam Preston	
Waste to Resources	Achieve 26% recycling and 14% composting in the borough by 2011	Costs associated services provided		Promoting 'Reduce, re-use, recycle' and adapting collection services to: - Reduce waste and associated CO ₂ emissions - Reduce waste to landfill and associated CO ₂ emissions.	On-going – 37% combined recycling rate achieved in 2008/09	Chris Dowsing	

Waste to Resources	Promote Eco-Schools programme to all local schools	No direct cost - officer time only	This will encourage schools to become more sustainable and also help to educate young people in the borough to be more environmentally aware.	On-going	Valerie Francis
Warm Homes	Promote home insulation energy efficiency	No direct cost - officer time only	This will enable people to reduce energy use therefore CO ₂ emissions while helping to get local people out of fuel poverty. In Colchester the domestic sector counts for 42% of all CO ₂ emissions, and an uninsulated home wastes around a third of the energy used for heating. This helps emphasise the need to target local households to become more energy efficient and to insulate their homes.	On-going	Melanie Rundle

Priority 3 – Delivering Sustainable Services

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

Group Management Teams (GMT)	GMT's to put climate change on the agenda for meeting when appropriate - Climate Change Officer to support services to include issues of sustainability in service area plans	No direct costs - officer time only	This will allow group management teams to consider climate change and sustainability issues in the development of their service plans.	On-going	GMT
Transport	CBC to continue to follow their corporate Travel Plan	No direct costs - officer time only	This will encourage the staff within the organisation to reduce their reliance on the single occupant car therefore reducing CO ₂ emissions through employee travel.	On-going	Sarah Ward
Transport	Support Colchester2020 to encourage local businesses to develop their own Travel Plan	CBC contribution - £11,000	This will encourage the staff within other organisations to reduce their reliance on the single occupant car therefore reducing CO ₂ emissions through employee travel.	On-going	Andrew Budd / Emily Harrup
Services	Take part in Energy Saving Trust 1:1 support programme	No direct costs (although may require investment in projects once an action plan is developed)	We will receive 40 days free consultancy from the Energy Saving Trust to help us deliver more sustainable services.	On-going	Sam Preston
Adaptation	Develop UK Climate Projections 09 report	No direct costs – officer time	The report will show the potential impacts of climate change in Colchester and will help the Council to develop an adaptation plan	March 10	

Energy Performance of Buildings Directive	Obtain Display Energy Certificate and put in public areas in required buildings	£1,650	These are in place and show the public the energy efficiency of our buildings and will show where improvements can be made.	Completed - Oct 08	Lee Spalding
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Priority 4 – Using our powers

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Spatial Policy	Develop a sound and robust Local Development Framework	£63,227 (Inspector costs) £1000 (room Hire) Plus officer time, legal and consultant costs and printing	There are policies and guidance documents within the LDF that will help to achieve sustainable development and tackle climate change.	Completed	Karen Syrett
Building control	Enforce energy efficiency standards in new developments - offer support to developers on how to achieve these standards		This will ensure that new developments have a minimal impact on climate change. The overall aim is to achieve Carbon Zero developments by 2016.	On-going	Peter Tyler
Procurement	Develop a new procurement that includes sustainability	No direct cost - officer time only	This will ensure that goods and services used by the Council will have a minimal impact on the environment. It will also encourage suppliers to themselves become more sustainable.	Completed	Steve Heath

Human Resources	Provide energy efficiency advice to all staff and make them aware of the Council's commitments on climate change	No direct cost - officer time only	This will help to encourage staff to be more energy efficient both inside and outside of work.	On-going	Sam Preston
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Strategic Overview and Scrutiny Panel

Item
13

3 November 2009

Report of

Scrutiny Officer

Author **Robert Judd**
Tel. 282274

Title

Review of the work of the Portfolio Holder for Street and Waste Services

Wards affected

Not applicable

This report sets out the Scheme of Delegation and Portfolio Holder responsibilities for the Portfolio Holder for Street and Waste Services.

1. Action Required

- 1.1 The Panel is asked to review the work of the Portfolio Holder for Street and Waste Services.

2. Responsibilities

- 2.1 Details of the Council's Scheme of Delegation and Portfolio Responsibilities within the Constitution and in respect of the Street and Waste Services portfolio are attached to this report.
- 2.2 The Scheme of Delegation details the portfolio responsibilities, the major projects within the portfolio and those services that are procured in the provision, implementation, maintenance and management of the service areas within the portfolio.

3. Standard References

- 3.1 There are no policy plan references or financial implications in this matter. There are no equality, diversity or human rights issues in this matter and therefore no Equality Impact Assessment has been completed. There is no health and safety, community safety or risk management implications in this matter.
- 3.2 The work of the Strategic Overview and Scrutiny Panel is a key function to ensure items within the programme, including the work of the Portfolio Holder, are subject to full appraisal and in line with the aims of the strategic plan.

Scheme of Delegation to Cabinet Members

Delegation to the Portfolio Holder for Street and Waste Services

WASTE

1. To develop and promote policies in relation to waste reduction, re-use and recycling.

To procure the specified service in the provision, implementation, maintenance and management of:-

1. Refuse collection.
2. Street cleansing.
3. Litter collection and removal.
4. Recycling/Composting.
5. Workshops/Fleet and Toilets.

HIGHWAYS

To procure the specified service in the provision, implementation, maintenance and management of:-

1. Street Naming and Numbering.
2. Maintenance of Borough Council owned highways, except for regulatory matters within the remit of the Cabinet.
3. All Borough Council (district) highway functions.
4. Local Highway Panels.

CAR PARKS

To procure the specified service in the provision, implementation, maintenance and management of:-

1. Operational Car parking.
2. To exercise the functions delegated to the Colchester, Braintree and Uttlesford Joint Parking Committee on behalf of the Cabinet.

TRANSPORTATION

To procure and or encourage the procurement of the specified service in the provision, implementation, maintenance and management of:-

1. Traffic management schemes funded by the Borough Council.
2. Public transport infrastructure.
3. Concessionary Fares.

Scheme of Delegation to Cabinet Members

<i>Delegation to the Portfolio Holder for Street and Waste Services (continued)</i>

PUBLIC PROTECTION

To procure the specified service in the provision, implementation, maintenance and management of:-

1. Public conveniences and baths.
2. Licensing matters.
3. Premises and/or vehicles used for the preparation, storage, sale, slaughter and/or consumption of food and the enforcement of standards for food, health and safety at work, hygiene, quality and allied matters.
4. Infectious diseases, disinfestations and the prevention of the spread of disease by or to animals.
5. Pollution and nuisances.
6. Caravans and Caravan Sites.
7. Matters relating to the control of dogs.
8. The control of rodents/pests.
9. Premises used for the provision of services to the public and/or the keeping of animals.
10. Water supplies.
11. Port Health matters.
12. Monitoring of travellers sites.
13. Matters relating to the removal of persons residing unlawfully in vehicles on land in the Borough.
14. Cemeteries, crematorium and allied services.
15. Markets within the Borough.
16. Street trading.

Scheme of Delegation to Cabinet Members

Delegation to the Portfolio Holder for Street and Waste Services (continued)

COMMUNITY SERVICES

To procure the specified service in the provision, implementation, maintenance and management of:-

1. Community safety.
2. Crime Prevention.
3. Street Wardens.

Portfolio Responsibilities

1. To oversee the implementation and monitoring of the Borough Council's services and policies in relation to waste collection, litter enforcement and cleansing operations.
2. To encourage operational activities which support the corporate priority to be the cleanest and greenest Borough in the Country.
3. To encourage strategic activities which support the corporate priority to be cleaner and greener.
4. To monitor the implementation of the Council's Waste Strategy.
5. To oversee and monitor the Council's engineering services.
6. To oversee the implementation and monitoring of the Council's policies and services relating to all licensing activities.
7. To agree the Crime and Disorder Reduction Strategy and ensure that the Council is working with partners to meet the key targets identified within the strategy.
8. To oversee the implementation and monitoring of the Council's policies and services in respect of car parking.
9. To oversee the implementation and monitoring of the Borough Council's services relating to markets



Strategic Overview and Scrutiny Panel

Item
14

3 November 2009

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

This report sets out the current work programme for 2009/10

1. Action Required

1.1 The Panel is asked to consider and note the 2009/10 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. Update to the work programme

3.1 Colchester Borough Council's response to the East of England Plan Review to 2031 (consultation), an item requested by the panel at the commencement of this year, in terms of the development and growth of Colchester, will be reported to the panel at the next meeting (9 December), following a review by the Local Development Framework, and prior to being reported to Full Council (10 December).

4. The role of the Strategic Overview and Scrutiny Panel

4.1 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.

5. Standard References

5.1 There are no policy plan references or financial implications in this matter. There are no equality, diversity or human rights issues in this matter and therefore no Equality Impact Assessment has been completed. There is no health and safety, community safety or risk management implications in this matter.

5.2 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.

WORK PROGRAMME 2009/10

16 June 2009

1. Pre Cabinet scrutiny of the Strategic Plan Action Plan + Nis and LAA targets
2. Urgency – Comment form for Nominated New Nuclear Power Station Sites (13-May-09)

14 July 2009 (Ian Vipond Lead Director)

1. Review of the Budget Strategy and Timetable (Head of Resource Management)
2. Clarification report on Affordable Housing – Head of Strategic Policy (SOSP minute6, 16 June)
3. Review of the Portfolio Holder for Communications, Customers and Leisure (last review 10-feb-09)

24 August 2009

1. Review of the Colchester2020 Partnership – item deferred until September.
2. Strategic review of CDRP (Head of Life Opportunities) (Crime and Disorder Committee)
3. Life Opportunities (Executive Director) (SOSP min.6 16June)
4. New build nuclear power station at Bradwell

29 September 2009

1. Review of the Colchester2020 Partnership – Chairman of Colchester2020 / CEO CBC to attend.
2. Public Service Partnership (Executive Director A. Wain)(Chair PSP unable to attend)

13 October 2009 additional meeting

1. Responding to the economic Downturn - presentation from Executive Director P. Donnelly.
2. Overview of Environmental and Protective Services Review - Head of Env. & Protective Services

3 November 2009

1. Overview of Housing Services Review – Head of Strategic Policy and Regeneration / Head of Life Opportunities (SOSP minute6, 16June)
2. Street Care Strategy / Graffiti protocol (Head of Street Services)
3. Climate Change and Carbon Management (update from review of 16-dec-08)
4. Review of the Portfolio Holder for Street and Waste Services (last review 10-feb-09)

9 December 2009

1. Colchester Borough Council's response to the East of England Plan Review to 2031 (Colchester's development and growth) (Executive Director, Ian Vipond / Spatial Policy Manager)
2. Review of the Budget – Strategic update (Head of Resource Management)
3. Half yearly report on Strategic Plan Action Plan + NIs and LAA targets
4. Review of the work of the Leader of the Council, Portfolio Holder for Strategy (last review 7-04-09)

5 January 2010

1. Greenways Care Home progress (ref. SOSP 10-Feb-09)(tbc)
2. Review of the Portfolio Holder for Performance and Partnerships (last review 17-mar-09)
3. Strategic review of CYPSP (Head of Life Opportunities)
4. Comprehensive Area Assessment (CAA) outcomes and results (provisional)

9 February 2010

1. Review of the Portfolio Holder for Neighbourhoods (last review 7-apr-09)
2. Review of the Portfolio Holder for Planning, Sustainability and Environmental
3. Review of Colchester Community Stadium Company - Chief Executive, Chair David Murthwaite & Dir. Clive Gilham to attend (Part of Annual Governance Statement Action Plan)

30 March 2010

1. Review of the Portfolio Holder for Resources and Business (first year)
2. Review of the Portfolio Holder for Culture and Diversity (first year)

