

Strategic Overview and Scrutiny Panel

Grand Jury Room, Town Hall
5 January 2010 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

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

Have Your Say!

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

Private Sessions

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

Mobile phones, pagers, cameras, audio recorders

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

Access

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

Facilities

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

Evacuation Procedures

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

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

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

www.colchester.gov.uk

Terms of Reference

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 5 January 2010 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 - 9

To confirm as a correct record the minutes of the meeting held on 9 December 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 Cabinet decisions taken under the special urgency provisions.

10. Growth and future development options in Colchester 10 - 31

See report from the Head of Strategic Policy and Regeneration.

11. Half yearly performance report including progress on the Strategic Plan Action Plan 32 - 72

See report from the Head of Corporate Management.

12. Comprehensive Area Assessment (One Place) 73 - 94

See report from the Executive Director.

13. Review of the work of the Portfolio Holder for Performance and Partnerships 95 - 97

See report from the Scrutiny Officer.

14. 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

9 DECEMBER 2009

Present: - Councillors Arnold, Barlow, Cory, Hogg, Maclean, Naish, Sykes, Taylor and Willetts

Substitutions: - Councillor Chapman for Councillor Pyman
Councillor Lilley for Councillor J Young

35. Minutes

RESOLVED that the minute of the meeting held on 3 November 2009 was confirmed as a correct record.

36. Work Programme

Due to the additional supplementary item added to the agenda, the referred item under the call in procedure (Request for transfer of land at Norman Way) the Chairman explained that he had decided that two substantive agenda items would be deferred to a later meeting. Item 12. Half yearly performance report would be reviewed at the meeting on the 5 January 2010 and item 10. Growth and future development options in Colchester would be deferred to a future date to be agreed.

The Chairman said that in light of the already full work programme for the remainder of 2009-10, and due to their been a further three requests for substantive items to be reviewed, he would shortly meet with the Panel's Group Spokespersons to agree the work programme for the remainder of 2009-10.

37. Items requested by Members of the panel

Councillor Naish addressed the panel to express his concern in recent months for the ever increasing traffic congestion in the town centre causing regular gridlock. Councillor Naish said he believed the town centre economy was suffering as a result, given that members of the public have told him they will not travel to the town centre until the traffic congestion is fixed.

The panel was in general agreement with the principle of inviting the Essex County Council Portfolio Holder to a meeting to discuss this issue, but the Chairman, with the panel's approval, suggested this was a further item for the Panel's Group Spokespersons to discuss when determining the remaining year's work programme in private.

Councillor Turrell (in respect of being a Member of Essex County Council) declared a personal interest in the following item.

38. Referred items under the Call in Procedure

Request for transfer of land at Norman Way

Have Your Say

Mr. Richard Pettit of the Painters Corner Residents Association addressed the Panel in opposition to the loss of open space, and especially that known as 'the Green', though the association was not against future investment and building at the Philip Morant School. Mr. Pettit said it was essential the Partnership for Schools (PfS) programme does not stipulate the road is essential for funding. Mr. Pettit suggested that any formal motion referred back to the Cabinet should stipulate that if for any reason the PfS funding is not forthcoming, the decision to release the open space land should be rescinded, thereby not allowing for a loss of open space at the expense of a building that did not receive further investment.

Mr. Barrow, a resident local to Norman Way addressed the Panel saying the County Election Special journal stated that the open space around the Philip Morant School would not alter as a result of new building work. Mr. Barrow explained that the proposals for the reorganisation of secondary education in Colchester had not taken into account East of England's Regional Assembly proposals for substantial extra housing in Colchester to be delivered by 2031. Mr. Barrow believed there are no conditions attached to the investment funding, that Essex County Council are calling the Council's bluff, and that to threaten in this manner was a direct attack on local children. Mr. Barrow concluded by asking members not to be blinded by money and consider that other local schools could be the next to be blighted.

Mrs. Paula Whitney addressed the panel saying she believed the stance taken by the Cabinet was environmentally, ethically, morally and educationally the best response. Mrs. Whitney believed the gazette had provided an unbalanced report on proceedings at the last Cabinet meeting and indicated her support for the retention of the open space. Mrs Whitney said she was against the whole situation of large schools at the expense of the closure of two small schools. Mrs. Whitney said her daughter had herself been subject to bad experiences during her time at the Philip Morant School and was against these large schools in principle. Mrs. Whitney concluded by saying she would encourage the green open space as an access to the school, and also supported smaller and more sustainable schools.

Mr. Kean, a resident local to Norman way addressed the Panel saying he was appalled that the Philip Morant School was allowed to continue with the present access, and the health and safety issues associated with this access. Mr. Kean said the school was merely trying to accede to the desires of Essex County Council, because the access was not fit for purpose at present. Mr. Kean concluded by saying the current main school block was also unfit for its current purpose and emergency and service vehicles should be served with proper access.

Request for transfer of land at Norman Way

Mr. Ian Vipond, Executive Director was invited to speak to the panel in response to the planning issues that have been raised concerning this decision.

Mr. Vipond said in planning terms the original planning application for road access was appealed and in December 1999 the Planning Inspector formally approved the application for an access road, a decision that remains unchanged.

Mr. Vipond clarified that an open space policy did not mean every blade of grass on an open space remains open, citing examples such as play equipment, large pathways and roadways that run through or on open spaces in Colchester.

Mr. Vipond said it was worth noting the quotes from the Planning Inspector in 1999 when

during the appeal proceedings he looked at the existing access road and found it highly unsatisfactory, therefore if the school proposed further development on the site, the current access would prevent any planning consent being granted. Mr. Vipond said he did not consider the proposed new road would give a serious loss of open space.

Mr. Vipond concluded by saying the 2004 application renewal took the Planning Inspectors considerations in 1999 into account and nothing had materially changed since then. The Local Plan, in terms of open space allocation, made a judgment that the amount of open space allocated to a new access road would not undermine the Council's policy on open space, the advice given to members of the Planning Committee.

Call in discussions

It was explained that at the Cabinet meeting on the 2 December 2009, and in respect of the decision 'Request for transfer of land at Norman Way', the Cabinet had to determine to release part of the public open space situated at Norman Way for a new vehicular access to the Philip Morant School on terms to be agreed by the Head of Resource Management in consultation with the Portfolio Holder for Resources and Business. The Cabinet determined by a named vote, not to release part of the public open space situated at Norman Way for a new vehicular access to the Philip Morant School.

This Cabinet decision was called in by Councillor Ford supported by four Councillors, and Councillor Ford addressed the panel to explain the reasoning for the call in.

Councillor Ford said the call in request was to try to convince the Cabinet to agree to release part of the public open space situated at Norman Way for a new vehicular access to the Philip Morant School, thereby allowing £130 million pounds of investment to be released by the appropriate authorities to be spent in part on build, rebuild and refurbishment on secondary schools in Colchester. Councillor Ford said transferring part of the public open space has proved to be a contentious issue with many individuals and organisations holding strong and, on occasions, opposing views.

Councillor Ford said it was not easy to see through the morass of arguments but would attempt to put forward relatively simple arguments for the panel to understand. Firstly, and in reference to the reasons for the call as stated in the agenda papers, Councillor Ford said at the Full Council meeting on 14 October 2009, Councillor Bentley proposed the following, quote;

“Council welcomes and supports the £130 million Government investment into education in Colchester, which will benefit all school children throughout the Borough. The “Building Schools for the Future” funding will enable an extensive refurbishment and rebuild programme in order to provide a modern learning environment for our young people.

Council believes that nothing should be done, or left undone, which would impede or hinder this investment and that Colchester Borough Council should fully cooperate with Essex County Council to help secure this multi million pound investment.

Council supports the need of Philip Morant School to improve the road access to its premises as part of the investment into that school, for which planning permission has already been granted by this Council. These improvements should be expedited by means of the Cabinet cooperating fully with the appropriate authorities to enable the land to be made available for the building of the access road.

This to be agreed by Cabinet at its next meeting on 21 October 2009 and be carried out as

expeditiously as possible.”

Councillor Ford said this motion was approved and adopted, with thirty two voting in favour of the motion and twenty two abstaining. At the Cabinet meeting on 21 October 2009, the motion was discussed by Cabinet which resolved that the motion proposed by Councillor Bentley should be approved and adopted subject to (i) the Council seeking and obtaining written confirmation from Essex County Council and the Department for Children, Schools and Families about the status of the Building Schools for the Future funding if the new access road to Philip Morant school did not go ahead, and (ii) the outcome of the Statutory Public Consultation on the public open space which is being commenced immediately.

Councillor Ford said letters were sent from the Leader to Essex County Council and The Department for Children, Schools and Families and replies received from Lord Hanningfield, Leader of Essex County Council, Mr. Vernon Coaker, Minister of State for Schools and Learners, Ms. Joanna Killian, Chief Executive at Essex County Council and Ms. Christine Kane from the Office of Schools Commissioner. As you would expect, the replies were carefully crafted, and the inference was that the land at Norman Way needs to be transferred to enable the release of the £130 million funding. Councillor Ford said he sought legal advice on these replies from the Council’s Monitoring Officer who advised that in his opinion the letters confirmed that the land for the road is required to enable the investment to progress to the next stage in the process, and that the land was the last thing to be put in place to complete the jigsaw puzzle that symbolises the incredible complex process of putting together the re-organisation of secondary schools in Colchester and the £130 million pound investment. Councillor Ford believed this confirmed that the land had to be released in order for the investment funding to be released.

Councillor Ford said the Constitution states that as a locally elected representative, the main duty of a Councillor is as a Community Leader, speaking and acting for all local people, assisting them as individuals and seeing that their area gets fair and proper treatment, that Councillors represent the interests of the Borough of Colchester as a whole. The transfer or possible transfer of public open space is a local issue which is tremendously important to people living there but unfortunately it has implications affecting the whole of the Colchester, and as a member of the Council, I am representing the interests of the Borough Council. Councillor Ford said there has been 1,176 responses expressing they are against the proposal and 310 responses expressing they are for the proposal, almost a four to one against the public open space being used as an access road to the school.

Councillor Ford said the Head Teacher at St Helena School told him that approximately 1,600 pupils in Colchester start each year at secondary schools in year 7. Councillor Ford said if the investment funding is forthcoming and allows our schools to be cared for over the next twenty years, 32,000 pupils will have benefited from this investment, and given he was concerned about the interests of the people of the Borough of Colchester as a whole, 32,000 pupils was far greater than 1,176 responses against the proposal. Councillor Ford argued that whilst buildings themselves do not pass exams they are an important part in that mixture of variables necessary to the learning process. Councillor Ford read out a message from the Head Teacher at St Helena School expressing his concerns should the investment funding not go ahead.

Councillor Ford said the investment would enable children to get better qualifications, better jobs, more money, and pay more taxes that could be used for more future investment and so on. But there were negatives, one of which was the residents in the Norman Way area who will be disadvantaged by the access road, though he believed everything would be done to alleviate and lessen the impact on the quality of their lives. Closing schools and moving

children around the Borough will increase traffic movements and add to carbon emissions, though this could be offset by buildings that are built with modern eco-friendly technology.

In conclusion, Councillor Ford said the access road is not, I believe, just an access road that will be built to the real inconvenience of local residents but is a catalyst that will impact on the lives of thousands of children and their families and the wellbeing of Colchester.

Mr. Adrian Pritchard, Chief Executive Officer attended the meeting and briefed the Panel on the outcomes of a meeting held the previous evening. At the Cabinet meeting on 2 December 2009, the Cabinet resolved that the Council should invite representatives of Essex County Council, Philip Morant School and Painters Corner and Irvine Road residents associations to a meeting to consider alternative methods to improve access to Philip Morant School without building the access road, that Colchester Borough Council and Essex County Council would be represented at the meeting by officers only, and the meeting would be held before the meeting of the Strategic Overview and Scrutiny Panel on 9 December 2009.

Mr. Pritchard confirmed attendees to the meeting were three officers from Essex County Council, two Governors and the Head Teacher of Philip Morant School, two representatives from both the aforementioned residents associations, himself and Ms. Ann Wain, Executive Director. Mr. Pritchard said each representative was asked to give an expression of their current position concerning this issue, and were then asked to put this position to one side so further discussions could continue without prejudice to enable the discussion to consider alternative options. Mr. Pritchard said he believed the meeting had been useful.

Mr. Pritchard said the meeting had established that an outline business case has been drafted by the Partnership for Schools (PFS), based on schools being part of the discussions and consultation process. Essex County Council officers said if the land was not transferred and the access road not built, this would not categorically mean that the funding would not be forthcoming. However, at some point, they will look at the land assembly and delivery of a new access road, and any delay could trigger a series of other things that might happen, for example, at any point the Prime Minister could call a general election and PFS may well come to an end because of the state of public finances, but that could not be stated categorically.

Mr. Pritchard said Philip Morant school are clear that remodeling the school was reliant on achieving a new access road that has planning permission, though the need for this new road had been necessary and increasing since 1999. Mr. Pritchard confirmed that no questions were asked in reference to Compulsory Purchase.

The residents associations are clear that if an access road is built they will lose open space, and the road will cut across pedestrian and cycle routes running east to west of the open space. Whilst it was felt a new road would mitigate to some extent against traffic congestion around the school, as the road was to be only used by teachers, emergency vehicles and supply vehicles, this would be of limited benefit, outweighed by the loss of open space.

It was confirmed that if the PFS is successful, planning considerations of future applications would still be needed. Mr. Pritchard confirmed that he had received very late today a letter of thanks by Essex County Council for arranging the meeting, stating that Essex County Council had offered a range of mitigating proposals should the road be built. Mr. Pritchard concluded by saying no representatives to the meeting changed their position or view as a result of the meeting.

Councillor Turrell, Leader of the Council attended the meeting to discuss the issues with the Panel. In discussion Councillor Turrell said consultation had been undertaken prior to the

decision that was taken by Cabinet. Councillor Turrell reiterated points already made at previous meetings that the re-organisation of schools in Colchester was in the control of Essex County Council, and Cabinet have never said that they do not want to get the £130 million investment funding for Essex.

Councillor Turrell contested the view that by not allowing the new access road was against four of the Strategic Plan Priorities, saying the current arrangements allowed for a safe route for all the public walking and cycling in close vicinity to the Philip Morant School. Councillor Turrell said the Cabinet's main reason for voting against the proposal was the loss of public open space and in doing so had listened and responded to local residents. Councillor Turrell said for what ever reason, if the funding was not forthcoming, the Council would not be responsible for this, that cabinet had gone out their way to find a solution without a new access road on open space, but had not done anything to impede the investment. Councillor Turrell said that Philip Morant School now wanted the new access road regardless of the possible investment funding, and that had confused the issue.

Councillor Turrell responded to questions from panel members. In response to Councillor Naish, Councillor Turrell did not know what percentage of land would be lost to a new access road, but she did not want to loose any open space, no matter how small. Councillor Turrell said she and colleagues had worked hard to try to find a solution to the issue, including land swop, but all considerations had proved unsuccessful.

In response to Councillor Hogg, Councillor Turrell said though she had asked the question, in regards to the financial submission, she did not know where or how the funding would go, and in response to Councillor Sykes, said she believed in the value of public consultation, and with the Strategic Plan stating the Council will listen and respond, the Cabinet decision had reflected the greater weight of public response to opposing any new road on open space.

In response to Councillor Arnold, Councillor Turrell said the overall consultation response may have been small in relative terms to the Borough as a whole, but opposition to the proposal came from a variable mix of different areas and people of different ages within the Borough. Councillor Turrell reiterated her desire to continue to work to try to find an alternative practical solution. Mr. Pritchard said that land swap had not been categorically ruled out and could provide a possible solution. Councillor Turrell said whilst she understood their could be a land swop deal with Essex County Council the land in question was already used as open space so in reality there was no gain. Councillor Turrell also reiterated that Essex County Council had had many years to produce a sound business case but the Borough was been used as a scapegoat.

In response to Councillor Lilley, Councillor Turrell said she was not against the investment funding, was positively in favour of it, but did not wish to be pushed into a corner over the decision. Councillor Turrell reiterated that she was trying to find an alternative solution and was being provided with information from Council officers though some of this was conflicting, She reiterated to Councillor Maclean that land swop was not the only solution being considered and efforts involving many meetings with Essex County Council had taken place and would continue in an effort for an alternative solution.

In response to Councillor Willetts, Councillor Turrell said the intention of a new access road only came to the fore very recently, and whilst she accepted the actual number of consultation responses only represented 1-2% of the local population, she could not make an assumption on the views of the 98-99% of the local population who did not respond.

In regards to issuing a Compulsory Purchase Order (CPO) for the open space to provide a new

access road, Mr. Pritchard responded to members by saying Essex County Council could issue a CPO but they have said it would take between 6 to 12 months to resolve. Therefore it was possible that the PfS discussions may not be completed because Essex County Council could not determine the outcome of the CPO judgment.

Councillor Ford and Councillor Turrell gave brief summaries on their respective positions following the debate.

Following the discussions the Chairman invited panel members to confirm the decision made by Cabinet as set out in minute 44 of the Cabinet meeting on 2 December 2009 (THREE voted FOR and SEVEN voted against, with ONE abstention).

RESOLVED that the panel (SEVEN voted FOR and FOUR ABSTAINED) referred the decision back to the Cabinet for further consideration setting out in writing the nature of its concerns;

- i) The Cabinet should give much more weight to the strategic impact of a failure to release the land.*
- ii) Cabinet should not bring factors already dealt with in the planning process into the executive decision.*
- iii) The Cabinet should recognise the practical reality that Essex County Council cannot complete a business case without the principle agreement of the Borough Council to release the land.*
- iv) The Cabinet should take the opportunities to increase the net amount of real public open space in the vicinity of Philip Morant School that have emerged since Full Council considered the issue on 14 October 2009.*

39. Items requested by another Member of the Council

Councillor Call for Action

Councillor Goss, ward councillor for Mile End, addressed the panel to request that the panel undertake a review under Councillor Call for Action, to investigate the issue of parking restrictions on roads off Turner Road and in close vicinity to Colchester General Hospital. Councillor Goss gave a resume on the events and actions that had taken place leading up to this request. In response to Councillor Arnold, Councillor Goss said the Highway Authority still take the view that they believe there is not a traffic problem.

Councillor Taylor, also a Mile End Councillor confirmed the issue raised by Councillor Goss, saying previous consultations giving one hundred percent support for action to be taken, had never materialised into any form of progress. Councillor Turrell, Mile End Councillor concurred with the views given by Councillor Goss and Taylor.

Councillor Naish said the parking issue extended to Thornwood Road, and was not mentioned in the paragraph 3.1 of the report.

RESOLVED that the panel agreed that a letter should be sent from the panel to Councillor Hume, Essex County Council Portfolio Holder for Highways and Transportation asking him to respond to the issues raised by Councillor Goss, and that any further action would be put on hold until the panel could consider the response from Councillor Hume.

40. 2010-11 Budget - update

Mr. Charles Warboys, Head of Resource Management, Mr. Sean Plummer, Finance Manager and Ms. Ann Wain, Executive Director attended the meeting for this item. Mr. Plummer presented the report 2010-11 Budget – Update.

Councillor Taylor said the budget papers did not indicate where there had been a shift in resources against the current Strategic Plan. Ms. Wain said the Council's priorities had not changed, and whilst there was not an opportunity to shift large amounts of finance, there had been an opportunity to address the requirements by changing officer's responsibilities. The brief, which had been addressed, was to ensure the proposals met the strategic priorities, supported in part and as an example, the sale of the Angel Court building and increased income from Leisure World, a bonus out of the economic downturn, with increasing numbers of customers making use of competitively priced Council facilities.

It was confirmed to the panel that the Medium Term Forecast would be updated once the Budget is agreed, and would be reported to the Finance and Audit Scrutiny Panel, Cabinet and Council. Ms. Wain confirmed that this was the last year the Budget would benefit from a LABGI Grant and the Housing and Planning Delivery Grant (HPDG), which would put added pressures on future budgets. Ms. Wain also confirmed that future growth items for 2010-11, such as funding towards improved recycling rates or a 'Clean All Graffiti Strategy' will be considered by Cabinet before the final Budget is agreed. Ms. Wain said it was unlikely all growth items would be funded, with a need to make difficult decisions through prioritizing. Councillor Arnold commented that without new items drafted for consideration, it was difficult for the panel to take an overview on the Budget update report.

Members agreed with Councillor Willetts that the report needed updating to reflect items such as the HPDG.

Officers were thanked for attending the meeting and responding to questions.

RESOLVED that the panel considered and noted the 2010-11 Budget Update, and asked the Cabinet to consider the panel's comments.

41. Review of the Leader of the Council, Portfolio Holder for Strategy

Councillor Turrell, Leader of the Council and Portfolio Holder for Strategy, and Mr. Adrian Pritchard, Chief Executive Officer, attended the meeting for this item.

The Constitution stated one of the Leader's responsibilities as a need to sell to the Borough of Colchester and beyond, the Council's vision, actions and objectives. In response to this question from Councillor Arnold, Councillor Turrell agreed, saying it was imperative Colchester remained a place where people want to live and work, and was evident within the Council's nine priorities within the Strategic Plan. Councillor Turrell said her contribution to this was to work at a strategic level that included many meetings and dialogue with Essex County Council on various projects such as the new A12 Junction / Park and Ride Scheme that would help towards one of the priorities of 'congestion busting' in the town.

In response to Councillor Naish, Councillor Turrell said Essex County Council was just one of many partners with whom she had regular meetings and contact, others including neighbouring local authorities, Haven Gateway Partnership, Regional Cities East and Colchester2020, all of whom are working together to find improved partnership working and that will benefit residents and visitors to Colchester. Responding to Councillor Taylor later on in the debate, Mr. Pritchard said Concessionary Fares was an excellent example of local authorities working in partnership

and finding a solution that was a sensible way forward.

Councillor Turrell responded to Councillor Naish by saying that because the transfer of land at Norman Way had not until now been resolved, that this issue could not be construed as the partnership not working. The Council and Essex County Council work together on many projects at many different levels, and positive high level work will continue with County regardless of the outcomes of the transfer of land.

Responding to Councillor Chapman, Councillor Turrell said the Haven Gateway Partnership (HGP) was still providing regeneration funding, be it a smaller amount. That said, with Essex County Council providing financial impetus to the new A12 junction, the regeneration of the cultural quarter would continue. Councillor Turrell and Mr. Pritchard said that Regional Cities East (RCE) provided a flow of funding. RCE was an important influence and lobbying group to put six regional towns and cities on the national agenda, and a significant partner to the 'Homes and Communities Agency' (HCA), the lead agency for national housing and regeneration.

Councillor Turrell confirmed to Councillor Taylor that should the Government give the go ahead to apply for unitary status, this would be a decision taken by Full Council.

Councillor Turrell, in response to Councillor Arnold, said the Council had a communications strategy that will support and deliver the Council's vision, which had been revised to make simple and easy to read and was available on the website. Mr. Pritchard said the Council's aforementioned partners play a significant role in getting the message out for Colchester, with Colchester featuring in RCE campaigns, the HGP promoting Colchester and Ipswich as major partners and Colchester2020 pushing the role of the Council in what it achieves through the delivery of the Strategic Plan. Councillor Turrell responded to Councillor Willetts, saying the Council's Strategy had the mechanisms built in, to ensure actions are accomplished, but she would continue to meet with partners on a regular basis to be provided updates, discuss new ideas put forward and discuss and resolve issues.

RESOLVED that the panel thanked Councillor Turrell and Mr. Pritchard for attending the meeting and responding to member's questions.

5th January 2010

Report of	Head of Strategic Policy and Regeneration	Author	James Firth ☎ 508639
Title	Growth and future development options in Colchester		
Wards affected	All		

The Panel is invited to note for information an update on growth and future development options in Colchester and progress with the Council's Local Development Framework

1. Action required

- 1.1 The panel is asked to note the attached paper which provides an update on growth and future development options in Colchester and progress with the Council's Local Development Framework.

2. Reason for scrutiny

- 2.1 Growth in Colchester is an important strategic issue and the Review of the Regional Spatial Strategy is underway.

3. Background information

- 3.1 This report is intended to provide an update to the Strategic Overview and Scrutiny Panel on recent and future growth in Colchester, and progress with Colchester's Local Development Framework.
- 3.2 A briefing note has been prepared which provides information on growth and development pressures in Colchester. The report sets out the background evidence and trends behind growth in Colchester and the region, the current requirements of the East of England Plan, progress with Colchester's Local Development Framework and recent housing completions. The later part of the report covers future changes such as the review of the East of England Plan to extend it's coverage up to 2031.
- 3.3 The Local Development Framework Committee considered the proposed scenarios on the 12 November 2009 and recommended that subject to important caveats, the maximum level of growth that can be supported by Colchester is Scenario 1 (840 new homes per year). Colchester's response was then provisionally submitted to EERA and ratified by full Council on 10 December. Full details are provided in the attached briefing note. The LDF Committee report and response are attached for information.

5. Strategic Plan references

- 5.1 Growth in Colchester will have particular impact on the delivery of the Council's Homes for All and Enabling Job Creation priorities.

6. Consultation

- 6.1 A Statement of Community Involvement (SCI) has been produced and adopted by the Council as part of the Local Development Framework. The SCI sets out how the Council will consult on all planning decisions related to the LDF and growth in Colchester.
- 6.2 The East of England Regional Assembly (EERA) has published a consultation on scenarios for housing and economic growth in the East of England up to 2031. These scenarios will be the basis for the revision of the policies within the East of England plan and cover the period 2011-2031, replacing the current 2001 - 2021 plan. The consultation commenced on the 2 September 2009 and ran for 12 weeks until 24 November 2009. The full EERA consultation document "East of England Plan > 2031, Scenarios for housing and economic growth, Consultation September 2009", a Haven Gateway sub-regional commentary, and an integrated sustainability appraisal are all available on the EERA website www.eera.gov.uk

7. Publicity considerations

- 7.1 There are no publicity considerations regarding the invitation to note the update on growth in Colchester for information.

8. Financial implications

- 8.1 None

9. Equality, Diversity and Human Rights implications

- 9.1 A link to the Equality Impact Assessment for the Local Development Framework is provided on the LDF Committee webpage.

10. Community Safety implications

- 10.1 None

11. Health and Safety implications

- 11.1 None

12. Risk Management implications

- 12.1 Noting the update on growth in Colchester for information will assist by highlighting the key considerations regarding growth in the borough both at present and in the future.

Background Papers

EERA Consultation documents and supporting evidence as set out in the report.

Growth and future development options in Colchester Briefing Note

The purpose of this report is to provide an update to the Strategic Overview and Scrutiny Panel on recent and future growth in Colchester, and progress with Colchester's Local Development Framework.

Where we are now

The supporting evidence for both the East of England Plan and Colchester's Local Development Framework (LDF) indicates there is a need for new housing in the Borough and in the region more widely. The Strategic Housing Market Assessment (SHMA) in particular provides detailed evidence on trends and requirements for housing. Migration patterns in the region tend to run north-east which the SHMA suggests may be due to people searching for better affordability of accommodation and a better quality of life. Changing population demographics, lifestyles, and the number of people living alone or in smaller households all mean that there is a considerable need for new homes. There is also a lack of availability of affordable housing and a significant gap between resident's average incomes and what is affordable in terms of house prices.

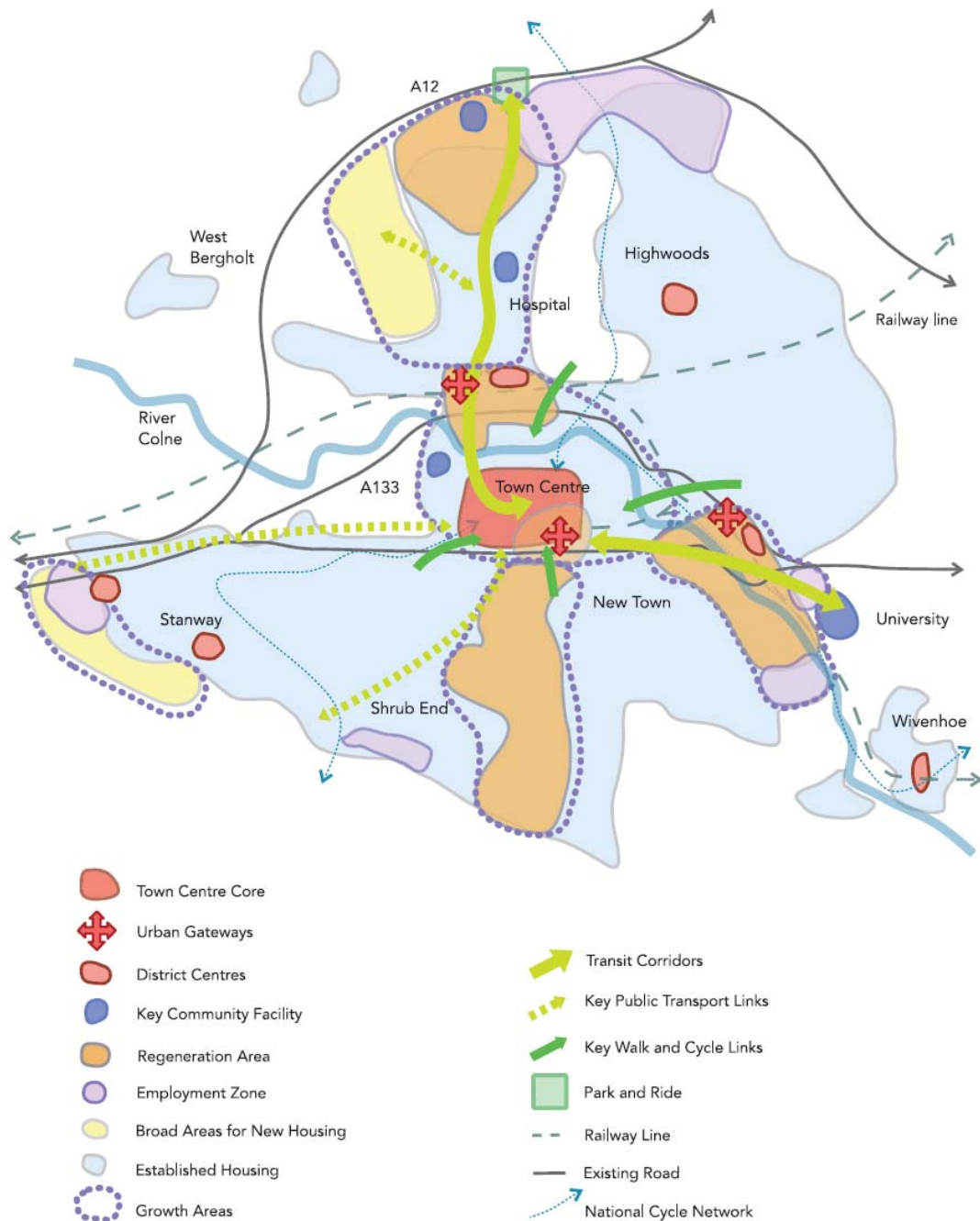
The current East of England Plan attempts to address this need in a sustainable manner by focusing growth around a number of Key Centres for Development and Change (KCDC). Colchester is identified as one such KCDC. Colchester is also part of the Haven Gateway Growth Point which seeks to capitalise the assets of the Haven Gateway to deliver growth sustainably. Growth is focused on Colchester and Ipswich, as well as in Felixstowe and Harwich where the ports have potential to provide significant employment and support the local economy. The current East of England Plan covers the period 2001 to 2021 and sets the following targets for Colchester:

- 17,100 new homes (855 per annum)
- 20,000 new jobs in the Essex Haven Gateway (Colchester and Tendring)

Colchester's Local Development Framework (LDF) and in particular the adopted Core Strategy set out how Colchester will develop over the next 15 years and how this growth can be delivered sustainably.

The Core Strategy promotes sustainable development and regeneration in a number of key growth areas. The strategy emphasises high quality design with a focus on enhancing the character and quality of the Town Centre, Regeneration Areas, and key Urban Gateways to Colchester.

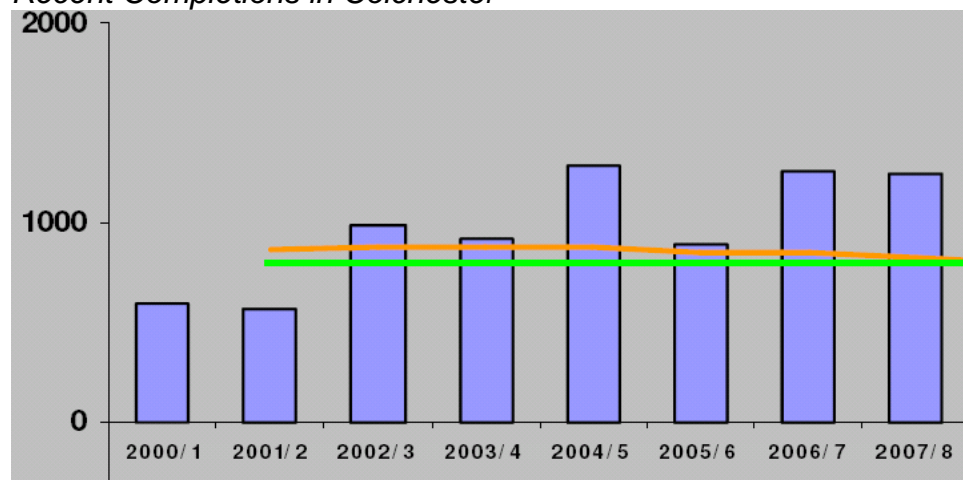
Core Strategy Key Diagram



In addition to identifying a strategy and areas for growth, the Core Strategy also identifies key facilities and infrastructure that will be required to support growth. Funding for these is secured through a number of sources including planning obligations and section 106 contributions on development; standard charges; the Community Infrastructure Fund; Growth Area Funding and Haven Gateway Growth Point funding; and Local Transport Plan funds. There is concern that in recent years the availability of Government funding for supporting infrastructure has not been sufficient to deliver growth in the most sustainable manner. The fear is that this situation will get worse over the next few years. The delivery of growth is monitored annually through Colchester's Annual Monitoring Report (AMR).

Colchester's Annual Monitoring Report provides evidence on growth in the Borough. In recent years completions have been above the annual rate required by the current East of England Plan although maintaining this level of growth into the future is likely to prove more difficult given the current economic conditions and also that many of the more deliverable brownfield sites will have already been developed.

Recent Completions in Colchester



Green line indicates the current East of England Plan annual requirement
 Orange line indicates the annual requirement taking into account past completions

Moving forward

The AMR also includes evidence from the Strategic Housing Land Availability Assessment (SHLAA) and Housing Trajectory which looks to identify suitable sites, and when they are likely to come forward. This information is regularly updated as part of the LDF. The information shows the following;

Completions to date (2001/2 – 2008/9) = 8169
 RSS requirement for 2001/2 – 2008/9 = 6640

Work is also progressing on Colchester's Site Allocations and Development Policies documents. These will form part of the Local Development Framework and set out how the overall approach of the Core Strategy will be achieved at a more detailed level. The Site Allocations document identifies land in the Borough that is suitable for different purposes such as housing or open space, and the Development Policies document sets detailed policies against which planning applications will be assessed. A number of Supplementary Planning Documents are also under preparation to provide more detail on particular issues or on areas of the Borough that will be subject to change.

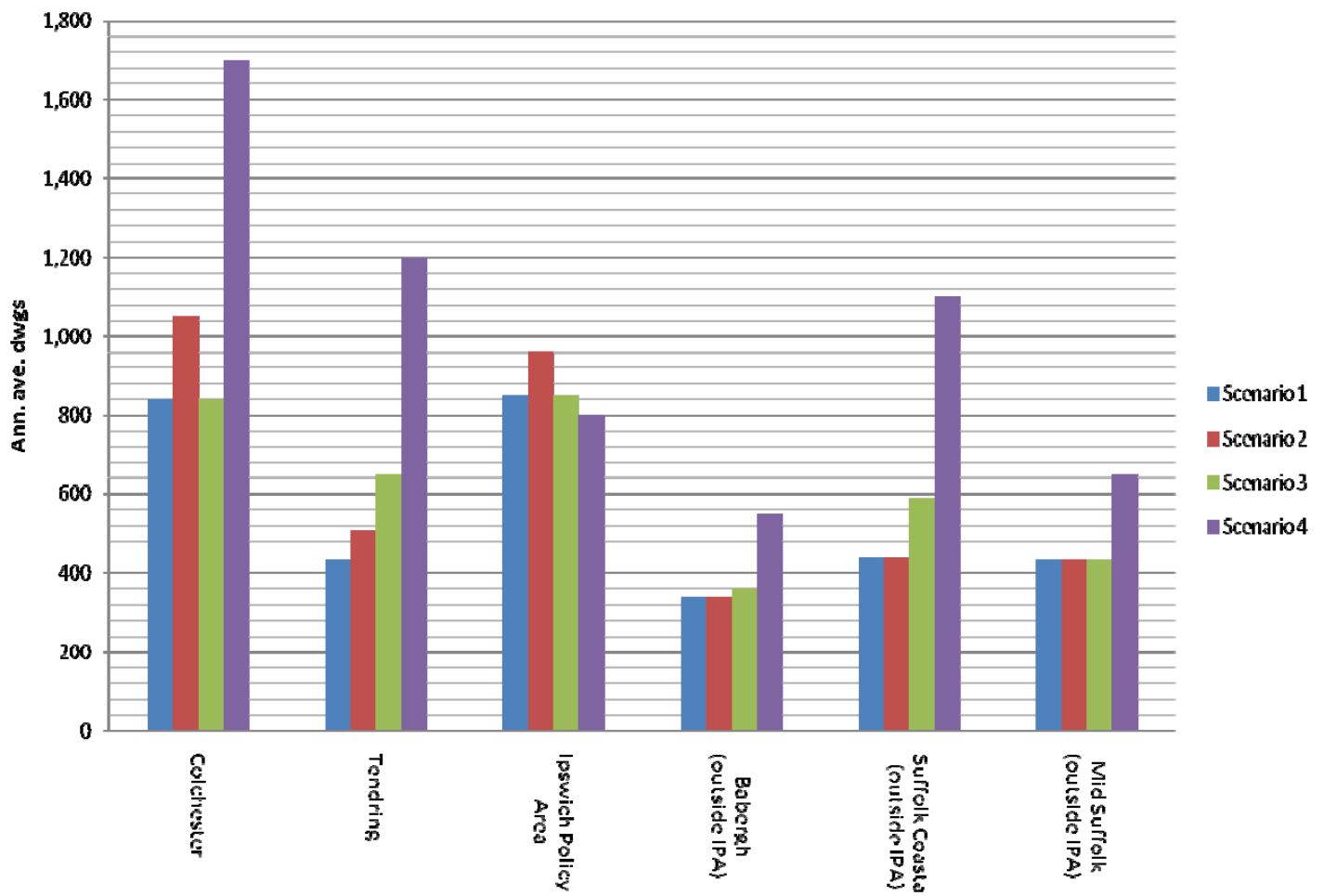
The East of England Plan (RSS) is being reviewed to extend it to cover the period 2011-2031, rather than 2001-2021 as is the case with the current plan. The East of England Regional Assembly (EERA) recently consulted on a number of scenarios for housing and economic growth. The review uses

Government information from the National Housing and Planning Advice Unit (NHPAU) and the Office of National Statistics on population growth, future house prices and the likely performance of the economy. The four different scenarios presented in the consultation are summarised in the table below.

Implications of growth scenarios for Colchester

	Annual New Homes	Total New Homes 2011-2031	% of the regional total
Scenario 1: Roll forward of the existing plan	840	16,800	3.22
Scenario 2: National housing advice and regional new settlements	1,050	21,000	3.49
Scenario 3: National housing advice and Regional economic forecasts	840	16,800	2.80
Scenario 4: National household projections	1,700	34,000	5.05

Growth scenarios – comparison of Haven Gateway districts



The Local Development Framework Committee considered the proposed scenarios on the 12 November recommended that subject to important caveats, the maximum level of growth that can be supported by Colchester is Scenario 1 (840 new homes per year). Key issues raised in the response include that the current rate of growth is unlikely to be achievable over a longer period, the need to avoid a significant imbalance between homes and employment, and concern over the absence of any certainty over infrastructure provision. Colchester's response has now been submitted to EERA and ratified by full Council on 10 December 2009. The LDF Committee report and response are attached as an appendix for information.

A joint response was also submitted on behalf of Essex Local Authorities, the Haven Gateway Partnership, and Regional Cities East.



Local Development Framework Committee

Item

12 November 2009

Report of	Head of Strategic Policy and Regeneration	Author	James Firth 01206 508639
Title	East of England Plan Review to 2031 Consultation – Colchester Borough Council Response		
Wards affected	All		

The Local Development Framework Committee is asked to agree a consultation response to the East of England Plan Review to 2031

1. Decision(s) Required

- 1.1 To agree that the attached consultation response be provisionally submitted to the East of England Regional Assembly by the consultation deadline on 24 November 2009. The consultation response will then be reported to Strategic Overview and Scrutiny Panel on the 9 December and Full Council on the 10 December. The provisional response will then be confirmed.

2. Reasons for Decision(s)

- 2.1 The East of England Plan Review to 2031 (scenarios for housing and economic growth) will have significant implications for future growth in the Borough and for Colchester's Local Development Framework.

3. Alternative Options

- 3.1 The Council could decide not to submit a response to the consultation. The views of the Council would therefore not be taken into account in the preparation of the revised East of England plan and the Council would risk being required to provide for an unsustainable and undeliverable level of growth. If the Council wishes to make representations at the future examination of the East of England plan it is important that it can be demonstrated that the issues were raised at the earliest possible stage in the plan's preparation.

4. Supporting Information

- 4.1 The East of England Regional Assembly (EERA) has published a consultation on scenarios for housing and economic growth in the East of England up to 2031. These scenarios will be the basis for the revision of the policies within the East of England plan and cover the period 2011-2031, replacing the current 2001 - 2021 plan.
- 4.2 The consultation commenced on the 2 September 2009 and will run for 12 weeks until 24 November 2009.

4.3 The full EERA consultation document “East of England Plan > 2031, Scenarios for housing and economic growth, Consultation September 2009”, a Haven Gateway sub-regional commentary, and an integrated sustainability appraisal are all available on the EERA website www.eera.gov.uk

4.4 A consultation response has now been prepared and is attached.

4.5 Consultation responses will also be submitted on behalf of the Haven Gateway Partnership, Regional Cities East, and Essex County Council, all of which will comment to some degree on Colchester’s future.

5. Proposals

5.1 The consultation response proposes that the appropriate level of growth that Colchester Borough Council can support is that set out by Scenario 1. This Scenario is based on a continuation of the rates of growth required by the current East of England Plan and would require Colchester to provide 16,800 new homes between 2011 and 2031 (840 per year). The response makes clear that investment in infrastructure will be essential if the current rates of growth are to be rolled forward.

6. Strategic Plan References

6.1 Although the current consultation focuses upon scenarios for housing and economic growth, the review of the East of England Plan will cover a number of regional planning policies. The review will therefore affect all aspects of the Strategic Plan. The scenarios for housing and economic growth will have particular impact on the delivery of the Council’s Homes for All and Enabling Job Creation priorities. Ensuring that the level of growth that the Council is required to deliver is sustainable and deliverable will also be important to facilitate the delivery of the other priorities.

7. Consultation

7.1 The timings and methods of the East of England Plan consultation have been determined by EERA. The consultation period will run for 12 weeks from the 2 September until the 24 November 2009.

7.2 EERA will be holding a series of public consultation events around the region as part of the consultation. An additional public consultation event was held in Colchester on the 2 November 2009.

7.3 Any responses received will be used by the regional assembly, along with other policy work, to develop a revised draft regional planning policy by March 2010. There will be a further public consultation on the draft plan before an examination in public in summer 2010. It is anticipated that the Secretary of State for Communities and Local Government will finalise the revised East of England Plan in 2011.

8. Publicity Considerations

8.1 The review of the East of England Plan will have significant implications for the future growth of Colchester. Colchester’s response to the consultation may therefore generate some local publicity.

9. Financial Implications

- 9.1 The award of funding such as Housing and Planning Delivery Grant may be dependent on the ability to meet growth targets set in the East of England Plan.
- 9.2 Growth Area Funding and other such funding streams are likely to be directed to the areas of the region where infrastructure needs have been identified in order to deliver growth.
- 9.3 Ensuring that funding for necessary infrastructure remains available if growth is to be deliverable and sustainable is an important issue which is raised in the proposed consultation response.

10. Equality, Diversity and Human Rights Implications

- 10.1 The EERA consultation included a number of consultation events and sought to include all members of the community.
- 10.2 Submitting a response to the consultation will give the Council an opportunity to contribute to the preparation of the revised East of England Plan. The review of the East of England Plan will have significant implications for Colchester's Local Development Framework. A link to the Equality Impact Assessment for the Local Development Framework is provided on the LDF Committee webpage.

11. Community Safety Implications

- 11.1 None

12. Health and Safety Implications

- 12.1 None

13. Risk Management Implications

- 13.1 Submitting a response to this consultation will ensure the Council's views are considered as part of the East of England Plan review.
- 13.2 A decision not to submit a response to the consultation would mean the Council's views are not taken into account in the East of England Plan review. This risks Colchester being required to deliver a level of growth that is inappropriate, unsustainable or undeliverable.
- 13.3 The proposed consultation response attempts to identify the key challenges and barriers to delivering growth in the Borough and the importance of investment in infrastructure to support this growth. Submitting a response raising these issues should help minimise the risk of the Council being required to provide growth without the necessary supporting infrastructure.

Background Papers

Consultation documents and supporting evidence as set out in the report.

East of England Plan Review to 2031
Consultation on possible growth scenarios for the East of England region

Colchester Borough Council Response

Summary

Subject to important caveats, particularly around the provision of infrastructure, Colchester Borough Council can support Scenario 1 (Roll forward of the existing plan). In recent years Colchester has been successful in achieving a rate of home building above that required by the existing East of England Plan policy. This rate of building, however, will not be achievable through times of economic recession or may not be achieved in the longer term given that many available sites, particularly those on brownfield land, have already come forward for development. The maximum rate of growth that is likely to be achievable and sustainable over the 20 year plan period is therefore estimated to be similar to Scenario 1 (840 new homes per year).

It is essential that both housing and job targets are set at a level that is achievable to avoid a significant imbalance between homes and employment.

There is a major concern over future delivery of infrastructure. There is a clear absence of certainty over infrastructure provision. It should be noted that even for a roll forward of the existing plan rates (Scenario 1) to be achievable and sustainable there will be a need for significant investment in infrastructure to support this growth.

The growth scenarios

The growth scenarios focus on housing and the consultation document itself lacks information on many other key considerations such as the economy and jobs, impacts on transport networks, infrastructure capacity to support growth, and environmental impacts. Scenarios 2 (based on national housing advice) and specifically Scenario 4 (based on household projections) are not realistic, appropriate, deliverable, or sustainable in either Colchester or in the region more widely. Existing infrastructure deficits, the supply of available and deliverable sites, the likely level of future job growth, and the impacts of severe economic recession, all indicate that these high levels of growth will be unacceptable and undeliverable.

Scenario 1: Roll forward of the existing plan

The rate of delivery of new homes that could be achievable for Colchester over the plan period is considered to be that set out under this scenario (840 per annum).

Colchester's completions in recent years have met or exceeded the level of growth required by this scenario. These levels of completions, however, are not expected to be sustainable through economic recession and are unlikely as an average rate over any long period. In the immediate future constraints on the market are expected to impact on delivery and lower the annual rate of growth. In line with Colchester's adopted Core Strategy, much of the recent growth in the Borough has also been focused on the existing urban area and particularly on brownfield land in identified regeneration areas. There is, however, clearly a limited supply of developable sites in such areas. It is expected that in seeking to meet any further growth required by the revised East of England plan there will be a lack of available and developable brownfield sites. Growth will therefore need to occur on more problematic brownfield sites where delivery is likely to be challenging and much slower, or on greenfield sites. More complex brownfield sites will also have higher costs associated with development such as contamination and site assembly problems. The resulting lack of viability will impact on the amount of planning obligation that can be secured from such sites and could lead to necessary infrastructure and mitigation measures not being provided.

Investment in improvements to infrastructure will be essential if this level of growth is to be deliverable. The rates of building set out in the current East of England Plan are ambitious and if this growth is to be rolled forward into the future this is likely to result in a significant cumulative need for new infrastructure. Infrastructure will be required on a regional, sub-regional, and local scale. In areas such as Colchester where there has already been significant growth, funding for infrastructure may be required before further development can occur given that existing infrastructure deficits can present barriers to delivery. If this scenario is to be deliverable and sustainable, regional infrastructure will need to be identified and funded to support the overall level of growth, and investment commitments will need to be made to support sub-regional and local infrastructure provision.

Colchester Borough Council is only able to support scenario 1 subject to significant investment in the infrastructure that is required to support this level of growth. It is not enough to rely on the Community Infrastructure Levy or Section 106 contributions, particularly at times when market influences mean that site viability is already low and, in any case, these contributions only present a small percentage of the mitigating costs of new housing. Additionally it is essential that any funding allocated for infrastructure provision in the region is not withdrawn and remains available throughout the plan period. Regional partners have indicated that the level of public funding currently allocated to the region is insufficient to deliver the targets set out in the current East of England Plan. Increased funding is therefore vital if the plan is to be deliverable even at the current rates.

It is accepted in the EERA supporting documentation that forecasts, visions and reality should feed into the final job target figures. The East of England Forecasting Model (EEFM) sets out that scenario 1 (RSS Continuation) would result in a job growth of 15,246 jobs in Colchester between 2011 and 2031 (*please see Appendix 1*). Currently, Colchester is on course to deliver at least 21,000 net additional employee jobs for the period 2001-2021 (*see Appendix 2 for details*) against an RSS target of 14,200. Consequently, it is highly likely that with continued housing growth at scenario 1 level for 2011-2031, a higher job figure than dwelling unit figure will result; in other words, the EEFM estimate of 15,246 jobs appears achievable.

The Haven Gateway Sub-Region aims to capitalise on the key location of the Gateway, realising its potential for significant sustainable growth and addressing specific needs for economic regeneration. Employment growth in the Haven Gateway does therefore have the potential to provide additional jobs. In the absence of certainty over the provision of additional jobs over the longer term (the period 2021-2031), it is essential that both housing and jobs targets are set at a level to ensure that housing growth balances what is achievable in terms of employment. Consequently, a total housing growth figure of 8,400 dwellings for the period 2021 to 2031 allows for levels of in-commuting to Colchester, policy interventions to reduce worklessness in the local population and, the Borough becoming increasingly a 'central place' within Greater Essex and the Region, potentially attracting further investment (private and public) to facilitate sustainable growth.

Scenario 2: National housing advice and regional new settlements

The level of growth required by Scenario 2 (National housing advice and regional new settlements) is higher than that under Scenario 1 and is considered to be unlikely to be deliverable in Colchester. Although growth under this option is mainly focused around potential new settlements identified in the Regional Scale Settlement Study, the scenario also directs an increased level of growth to the Haven Gateway district's of Colchester and Tendring. The required annual target of 1,050 homes is considered to be unachievable over the 20 year plan period. As with Scenario 1, market influences, site supply, and a lack of certainty over infrastructure provision all mean that sustaining growth at this level is unachievable. A distribution of growth based on the findings of the Regional Scale Settlement Study is also

inappropriate as the study does not provide an adequate evidence base, technical analysis, or policy justification to support its proposals for growth.

As with all of the scenarios any distribution of growth based on the findings of the Regional Scale Settlement Study will need to be supported by significant investment in infrastructure. This infrastructure will be required not only to address local need but must also include improvements to strategic infrastructure to provide links between Colchester and other areas of growth. Whilst it is expected that large scale investment in sustainable transport infrastructure will need to be the norm, investment in key parts of the strategic road network will also be necessary to support growth. This will also be important if any form of new settlement is proposed in the Colchester/ Braintree area where significant improvements to the A120 trunk road and the A12 would be needed to improve links between this area, Colchester and the rest of the region.

The East of England Forecasting Model (EEFM) sets out that scenario 2 would result in a growth of 18,547 jobs in Colchester between 2011 and 2031. This level of employment growth would be difficult to achieve and would require prior Government commitment to enable transport blockages to be addressed through significant investments. The level of housing growth proposed by scenario 2 is considered excessive and could result in significant levels of out-commuting or long term unemployment.

Colchester Borough Council does not support Scenario 2 on the basis of existing evidence and likely levels of infrastructure provision.

Scenario 3: National housing advice and regional economic forecasts

The number of homes required for Colchester under this scenario would be the same as Scenario 1 (840 per annum). The number of jobs as forecast by the East of England Forecasting Model (EEFM) would also remain approximately the same (15,323). This is the level of growth that is considered to be sustainable or deliverable for the reasons set out under Scenario 1 above.

Although Scenario 3 does not increase the number of homes required for Colchester above that in Scenario 1, it does result in an increased requirement for Tendring district. This may have impacts on the Colchester and Essex Haven Gateway region. This is particularly likely if constraints within Tendring mean that growth needs to be accommodated in the west of the district / east of Colchester. For this reason Colchester Borough Council does not support Scenario 3.

Scenario 4: National household projections

The EERA consultation indicated that a scenario based on national household projections was included to show the level of growth that would be required based on demographic and migration trends, and to assist in comparisons of options in the plan making process. This scenario results in a very high requirement for new homes, particularly in Colchester where 34,000 new homes would be required over the plan period (1,700 per annum).

As the migration projections on which this scenario is based are influenced by past trends the recent growth and development in Colchester may have had significant influence on these figures. The high requirement for Colchester may therefore not accurately represent the true longer term migration trends.

Regardless of the accuracy of these projections, the level of new homes required for Colchester is far in excess of what could be considered deliverable or sustainable. Such a level of growth would be completely unacceptable having regard to job growth, infrastructure capacity and delivery, transport considerations, and environmental constraints. Providing employment opportunities in particular would be unachievable due to the very high rate of economic growth

which would be required. The investment in infrastructure required alongside such growth would also be extremely high and major improvement schemes may face deliverability issues due to physical or environmental constraints.

Colchester Borough Council strongly objects to this scenario. The scenario requirement is also undeliverable at a regional level and the consultation document would have been better to present another more realistic alternative with a lower level of overall growth. A scenario based on the long-term capacity of the region's transport, community and other infrastructure to accommodate growth, for example, would have been much more appropriate.

Impacts of the growth scenarios

A key impact of the growth scenarios is the need for additional regional, sub-regional and local infrastructure.

The additional demand for strategic infrastructure in the region as a result of continued growth should be tackled at the regional level and solutions identified in the East of England plan to ensure the plan is deliverable and the most appropriate for the circumstances. The cumulative impact of growth across the region will result in the additional need for this infrastructure and this is therefore an issue best addressed at the regional level. The importance of addressing the need for regional infrastructure is set out in the Essex Chief Executives Association's Economic and Housing 'Essex Issues Paper' (August 2009) which makes clear that unless these issues are addressed effectively, delivery of housing and economic growth to 2021 will in itself represent a major challenge rendering projections beyond 2021 as potentially unachievable and unsustainable.

In addition to the regional scale strategic infrastructure that is crucial if growth is to be deliverable or sustainable, investment in sub-regional infrastructure is also essential for Colchester to continue to meet future (RSS Continuation) delivery ambitions. In this respect, recognition achieved by the Haven Gateway Partnership over recent years within central Government of the need for key infrastructure funding augurs well for support of the "Growth Area" in which the Borough is located.

No less important is the provision of local infrastructure. This will be vital if Colchester is to continue to deliver growth at a similar level to that currently required by the existing East of England Plan. A particular priority in supporting both housing and economic growth should be the provision of improved transport infrastructure. The 2007 Colchester Business Survey identified that congestion was a major issue affecting local businesses and that improvements to transport infrastructure should be a priority. In accordance with Colchester's adopted Core Strategy, the Council is seeking to bring forward a number of schemes such as the Eastern Rapid Transport Corridor but in order to continue to deliver growth, further investment in both road transport infrastructure and sustainable alternatives will be essential. Improvements to strategic infrastructure such as the A12, A120, and key rail and public transport links in and around Colchester will also be essential not only for the region but also in allowing Colchester to deliver growth locally.

Sustainable alternatives already achieving attention at the local level are the many initiatives to achieve modal shift within the Borough, continuing activity to achieve 'next generation' wireless broadband across the rural and urban areas and progressive approaches towards delivering sustainable rural economic development. These initiatives and approaches should help to manage traffic congestion within the urban area.

Minimising the effect of growth on Climate change and seeking to ensure new development is as resilient as possible to its impacts should be a key priority. The impact of Climate change is likely to become even more significant towards the later part of the plan period. The uncertainty

related to this issue means that it is difficult to assess the scenarios with any reasonable degree of confidence. The challenges associated with climate change are, however, likely to be significant as they will require investment which is largely not currently levied. Significant funding will need to be allocated to help address many issues including flooding and flood risk, energy efficiency and zero carbon development (both residential and non-residential), and green infrastructure. The Integrated Sustainability Appraisal indicates that there will be particular need to focus on flood risk as part of climate change adaptation measures. It also indicates that scenarios 2 and 3 would have high potential for commuting and that scenario 4 would result in an increase in car dependency, traffic and CO2 emissions from transport. The summary states that scenarios 2 and 3 are not ideal from a climate change mitigation perspective and scenario 4 performs the worst as this would result in a dispersed pattern of growth.

The Integrated Sustainability Appraisal acknowledges that biodiversity implications will be greatest in Colchester under scenario 2 and that under scenario 4 there would be biodiversity implications as a result of increased recreational pressure, water quality and water resources.

Water resources and quality are likely to be key issues over the plan period. Information on water utilities can be difficult to obtain with any certainty and existing studies such as the Haven Gateway Water Cycle Study only consider the need for water infrastructure up to 2021. Close working between utility providers and sub regions / local authorities will be important if future growth is to be delivered. Water resources and sustainable waste management are likely to be less achievable under higher levels of growth as acknowledged by the Integrated Sustainability Appraisal.

A focused review of the plan

Carrying forward the overall vision and objectives of the current East of England plan is supported, as is the recognition of the regional importance of the Haven Gateway and Colchester. To ensure the vision and objectives remain appropriate, investment in supporting regional infrastructure will be essential.

The consultation document indicates that Policy H3 (Provision for Gypsies and Travellers) will not be reviewed. Although this policy was only recently published, new evidence on need from Gypsy and Traveller Accommodation Assessments (GTAA) is rapidly emerging. The Essex GTAA in particular is nearing completion and indicates the need for pitches in Colchester is very low. A timely review of the Gypsy and Traveller policies to take account of this additional evidence would be beneficial. In accordance with paragraph 5.20 of 'Accommodation for Gypsies and Travellers and Travelling Showpeople in the East of England; A Revision to the Regional Spatial Strategy for the East of England' (July 2009) a review of Policies H3 and H4 should be carried out in, or as soon as possible, after 2011. If Policies H3 and H4 are not to form part of the current RSS review, the review document should make clear how they will be reviewed in accordance with these timescales.

Supporting Information

Haven Gateway Sub-Area Profile

The provision of a Haven Gateway Sub-Area Profile is supported. It is intended that a consultation response will also be submitted on behalf of the Haven Gateway Partnership which recommends some revisions to the existing chapter.

The use of collated targets for employment and housing in the Southern Haven Gateway, such as is the case for jobs targets in the current East of England plan, would be useful to assist with joint-working and cross-boundary issues. In fact it is difficult to see how the levels of growth (even in Scenario 1) can be accommodated within Colchester Borough alone without

significantly restricting the options for site allocation. It is recommended that a joint North Essex housing 'target' is identified at the regional level.

Integrated Sustainability Appraisal

The Integrated Sustainability Appraisal incorporates the Habitat Regulations Assessment (Chapter 9). It is essential that the Habitats Regulations Assessment adequately considers water resources and water infrastructure issues in identifying housing figures. It is stated that a high level of housing growth should only be allowed in Colchester if it can be established that there is sufficient available land to deliver this without an adverse coastal squeeze or recreational disturbance impact. In addition to these issues it is also important that it is established at the regional level whether water can be provided and wastewater managed to deliver further growth. This is an important strategic issue that should be tackled at the regional level.

The Integrated Sustainability Appraisal also states that Colchester has a large amount of previously development land. Whilst recent growth may have been directed to brownfield land, many available sites have now been developed and future delivery is likely to involve problematic brownfield, or greenfield, sites as set out in the comments on scenario 1 above.

Appendix 1 **Colchester East of England Forecasting Model (EEFM) Forecasts**
 Total employment (jobs) for Colchester

East of England Forecasting Model (EEFM)			
Spring 2009 Economic Forecasts			
	2011	2031	2011-2031
Baseline forecast	86,187	97,908	11,721
Severe recession forecast	85,222	97,383	12,161
Faster recovery forecast	86,467	97,977	11,510
East of England Forecasting Model (EEFM)			
Spring 2009 RSS scenarios			
	2011	2031	2011-2031
RSS Continuation	86,418	101,664	15,246
Regional Scale Settlement Study Moderated	86,629	105,176	18,547
Economic Growth Moderated	86,458	101,781	15,323
GVA Unconstrained	86,567	99,503	12,936
GVA Housing Constrained to RSS Continuation	86,751	102,723	15,972

Source: *Insight East*

Spring 2009 Economic Forecasts <http://insighteast.org.uk/viewArticle.aspx?id=17086>
 Spring 2009 RSS scenarios <http://insighteast.org.uk/viewArticle.aspx?id=17087>

Further detail on the assumptions behind the employment forecasts for Colchester is available from these websites.

Appendix 2 Meeting the RSS jobs target for Colchester: 2001 - 2021

LDF Core Strategy figures

Using employment density data adjusted to net area and making considered estimates, from the major employment floorspace allocations identified in the LDF headline targets alone we can quantify the total of resulting jobs as being: .

- 67,400 sqm of net internal retail floorspace (2006-2021)
Translates to around 3,370 FTE jobs
- 106,000sqm of gross office floorspace (2004-2021)
Translates to around 4,620 FTE jobs
- 45,000sqm of other gross business floorspace (2004-2021)
Translates to around 1,282 FTE jobs
- 270-390 hotel bed spaces (2006-2015)
Translates to around 135-195 FTE jobs

Direct jobs total = **9,480**

Regeneration and Growth Area figures

However, more detailed analysis of full build-out and occupancy from current and pipeline developments by the major regeneration and growth areas produces a larger jobs total of **15,936** covering the period 2007-2021: see below.

Location	Total floor area m2 GIA	FTE jobs
East Colchester	av of 10,075	544
University Research Park	36,000	2,250
St Botolph's/Vineyard Gate/VAF	62,000+	2,924
Garrison	13,099	660
North Colchester	93,765	5,286
Stane Park and Tollgate	46,196	2,272
North Station Regeneration Area	40,000+	2,000
Total	301,135	15,936

Source: English Partnerships, *Employment Density Guide* (Arup and Partners), July 2001

The above jobs total alone exceeds the employee jobs target set for Colchester of 14,200 between 2001-2021.

Private and public sector jobs

In addition, as all these jobs are in the private sector, we will have accompanying growth in the public sector (local government, education, health jobs) which will maintain at least the national parity of 20% public jobs: 80% private jobs. In Colchester we estimate public sector employment to account for around 25% of all jobs, hence we can anticipate a growth in the public sector of between 20-25% to accompany the above estimates.

This will produce a further 3,984 – 5,312 employee jobs: we may assume a mid-point figure of the order of **4,648** public sector jobs

Applying the above to the job total figure provides
 15,936 private jobs + 4,648 public jobs = **20,584**

Jobs target

Colchester has already seen job growth from 2001-2007 of at least 3,476 jobs (ABI data) or perhaps as much as 5,200 (APS), Hence, from the above estimate, only either 9,000 or 10,724 jobs are required to arrive at the 2021 job target! More accurate data from the next census will create a robust benchmark. In the meantime, we must also factor in further additional jobs which will come from principally:

- Intermediate employment (construction) for which each £100,000 of capital investment creates 1 FTE annual job. The likely investment programme of a further £1.0 billion over the period 2001-2021 will generate 10,000 construction job-years which, converting to FTE by dividing by 10 years, will see an increase in the construction workforce of **1,000** people.
- Minor employment land developments and other *sui generis* (eg private health and social care, a significant source of future employment growth, perhaps as much as 5% of all jobs - another **1,050** jobs), etc.

Gross direct employee jobs total

From the above, we therefore arrive at a total of **22,634** gross direct employee jobs.

This figure is likely to be minimum since we can anticipate further gross direct jobs to accrue, secondarily, from two phenomena:

- Intensification of employment on existing sites and home-based working
- The increased derived demand for labour from policy and project activities to increase the business start-up and survival rate through Colchester’s ambitious incubator and grow-on strategy.

Multiplier effect (indirect and induced jobs)

- Direct gross jobs also produce, after allowing for two processes – leakage and displacement – a certain number of indirect and induced jobs. These are typically located in the service sector outside the major retail developments (tourism-related, taxi-driving, etc). We can confidently assume a lower end wider multiplier effect of, say, 1.1 to the direct total, producing a further 2,263 jobs.

Net employee jobs

Of course, the above figures are gross jobs, not net jobs. To arrive at net jobs we must apply other assumptions. Taking the under-estimated figure of 22,634 jobs, we can move towards net additional employee jobs by applying standard factors for key impacts.

A	Gross direct jobs (fte)	Minimum of 22,634
B = A x 15%	Estimated leakage in jobs from Borough	3,395
C = A - B	Gross local direct effect	19,239
D = C x 15%	Displacement	2,886
E = C - D	Net local direct effect	16,353
F = E x (1.1 - 1)	Combined multiplier effect (1.1)	1,636
G = E + F	Total net local direct employee jobs	17,988

Source: English Partnerships, *Additionality Guide* (3rd edition, October 2008)

Conclusion

We therefore arrive at a total of around 18,000 net additional employee jobs. Allowing for the under-enumerated positive impacts of smaller infill development, re-use of vacant premises and the growth of home working plus an increase in the business start-up and retention rates, we should exceed the above figure.

Consequently, if one of the major projects does not fully deliver – or two projects only partly deliver, we are still likely to attain our overall jobs target by 2021.

In conclusion, it appears that Colchester is on track to surpass easily its jobs target set by the RSS of 14,200.

Jim Leask
Senior Enterprise Officer, CBC
Oct 2009

**Extract from the minutes of the
Local Development Framework Committee's meeting
held on 12 November 2009**

Councillors Fisher (in respect of her membership of Essex County Council) and Jowers (in respect of his memberships of Essex County Council for which he is also the Cabinet member with responsibility for planning; the East of England Regional Planning Panel; the National Urban Design Commission; and the Essex Rural Communities Commission) each declared their individual personal interests in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).

16. East of England Plan Review to 2031 Consultation // Colchester Borough Council Response

The Committee considered a report by the Head of Strategic Policy and Regeneration on the East of England Plan Review to 2031 Consultation together with a draft response from Colchester Borough Council appended to the report. Also circulated was the Essex Local Authorities' Joint Policy Response and reference was made to a response currently being drafted by the Haven Gateway Partnership.

James Firth, Planning Policy Officer; attended to assist the Committee in its deliberations. He explained that there were four Scenarios in the consultation document. Scenario 1 rolls forward the existing plan; Scenario 2 is based on the Regional Scale Settlement Study; Scenario 3 is the same as Scenario 1 but the distribution among authorities is based on the economic capacity to create jobs; and Scenario 4 is a Government projection of households and need based on demographics and migration trends. The increase for Colchester under Scenario 4 is significantly greater than any other borough in the Haven Gateway area, and although Colchester has been exceeding its targets in the current plan it was very unlikely that this would continue let alone increase. He commented that there was very little information provided in respect of job growth. A draft Colchester Borough Council response was appended to the report and the timetable for responding to the consultation was set out in paragraph 1.1.

Ian Vipond, Executive Director, attended to assist the Committee in its deliberations. He gave a brief interpretation of each of the Scenarios. Scenario 1 being a projection of the existing rate and is the highest rate of growth proposed in the last regional plan. Although this was a high rate to achieve, Colchester was over-achieving its current commitment prior to the recession; over a 20 year period there will be periods of higher and lower growth. To provide some guidance on the scale of development required, he explained that the roll forward figure of Scenarios 1 and 3 were approximately equivalent to building a town the size of Witham. Scenario 2 was equivalent to a town the size of Braintree, and Scenario 4 equivalent to a town the combined size of Braintree and Witham. He also requested that the Committee give authorisation to the Head of Strategic Policy and Regeneration to comment on and agree to the Joint Essex Districts response and a joint Haven Gateway response. This would be a useful signal that the authorities are working together to deal with the significant issues raised by the Regional Spatial Strategy.

Mrs White addressed the Committee pursuant to the provisions of Meetings General Procedure Rule 5(3) in support of a proper strategy to provide the appropriate level of new housing for Colchester. She stressed the importance of having options which include a quality of life for residents.

Members of the Committee discussed a number of issues including:-

- the Office of National Statistics (ONS) being the originator of the data used to develop the scenarios which had been undertaken by the National Housing Policy Advisory Unit (NHPAU), a non-mandated Quango responsible for the review of strategic housing;
- that Colchester has been recognised as a Key Centre for Development and Change (KCD), and more funding will go to areas with that status;
- that it was considered likely that Essex district authorities and Essex County Council would accept Scenario 1, even though it is a high rate of growth;
- that it was unlikely that a regional scale settlement as in Scenario 2 would be located in Colchester so that scenario may not be so much of a risk to accept;
- that the current population of Colchester would increase by more than 30,000 simply by the increase in births and the decrease in deaths, without taking account of any migration out of London which is another contributory factor for Colchester. This in itself would require a new housing increase of the level of Scenario 4;
- that it would be unwise to accept Scenario 4 without a reassurance that the provision of adequate road and other infrastructure should come with build;
- other issues and concerns mentioned were that new jobs should include those of a high level, there was a need for more affordable housing. Developments should be resident friendly, carbon neutral and there should be adequate water resources. In connection with water resources, a water cycle study for Haven Gateway had indicated that it was not the supply of water which was problematic but how to deal with the waste water;
- it was recognised that much of the infrastructure tended to go in late and the issue of how to build in the timely delivery of infrastructure may continue to be problematic in the future.

The Committee was mindful of the need to support one of the scenarios because if the Council accepted none of the scenarios, one would be imposed. Scenario 1 was supported on the basis that it was the minimum level of growth, taking into account the fact that Colchester has grown by 1,000 new dwellings per annum, faster than Chelmsford or Ipswich, and job numbers have also increased. Also by accepting a scenario the Council would ensure that Colchester would be included when the bids for funding were being made.

RECOMMENDED TO COUNCIL (MAJORITY voted FOR) that the consultation response to the East of England Plan Review to 2031 be approved.

RESOLVED (MAJORITY voted FOR) that –

- (a) The consultation response to the East of England Plan Review to 2031 be reported to the Strategic Overview and Scrutiny Panel for discussion.
- (b) The consultation response be provisionally submitted to the East of England Regional Assembly by the consultation deadline on 24 November 2009.
- (c) The Head of Strategic Policy and Regeneration be authorised comment on and agree to the Essex Local Authorities' Joint Policy Response and the Haven Gateway Final Response.

05 January 2010

Report of	Head of Corporate Management	Author	Lucie Breadman 📞 282726
Title	Half yearly Performance Report including progress on Strategic Plan Action Plan		
Wards affected	'Not applicable'		

The Panel is invited to consider the performance report for the period up to end of September 2009 which includes progress of our Performance measures and an update of progress of the Strategic Plan Action Plan.

1. Action required

The panel is asked to consider / comment upon the combined performance update, as at Appendix 1, for the period up to the end of September 2009 in relation to our Organisational performance measures and progress update of the Strategic Plan Action Plan (SPAP) as at Appendix 2.

2. Reason for scrutiny

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

3. Background information

The council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our Organisational indicators along with a half yearly review of progress against our Strategic Plan Action Plan (SPAP). (See Appendix 1 & 2 attached).

4. Performance Summary

- This Q2 Performance Report will be reported to Cabinet on 27 January 2010.
- Our overall basket of organisational performance measures shows that 21 (68%) of indicators are forecast to meet year end targets.
- 9 Indicators (29%) are showing amber alerts and as such are being monitored closely with 1 indicator (3%) being shown as having a red alert - 'average time to re-let council houses', an update of this indicator is included on appendix 1 attached.
- Monitoring of the actions within our Strategic Plan Action Plan shows that 86% of actions progressing well and we already have some positive outcomes.
- The council has also received a number of awards and accreditations highlighted at the end of appendix 1.

5. Strategic Plan references

This report provides an update of progress against the Strategic Plan Action Plan (SPAP) developed to support the delivery of the Councils agreed Strategic Plan Priorities.

6. Consultation

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

7. Publicity considerations

The National Indicators are a statutory requirement and our performance against them needs to be published on an annual basis, by us and by the Audit Commission.

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

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

8. Financial implications

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

9. Equality, Diversity and Human Rights implications

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

10. Community Safety implications

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

11. Health and Safety implications

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

12. Risk Management implications

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

Background Papers

Not applicable.

1.0 Included in this Report

Performance Summary	Page 1
Progress of National Indicators	Page 2 - 4
Progress of CBC 'Have Regard to' LAA Indicators	Page 5 - 6
Progress of our Local Indicators	Page 7 - 9
Progress of our People Indicators	Page 9 -10
Progress of the Strategic Plan Action Plan	Page 11-12
Other Performance News	Page 12-13

2.0 Performance Summary

The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update on our 'Organisational' and 'People' performance indicators along with a half-yearly review of progress against our Strategic Plan Action Plan (SPAP).

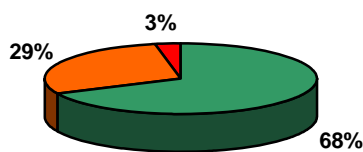
Overall the Council is on target with 68% of our basket of organisational indicators, with only 1 indicator currently being reported as red. 86% of our strategic plan actions are progressing well at this stage of the year.

The remainder of this report takes a more detailed look at these specific areas along with a summary of other performance areas at the end of the report.

Green Alert – Indicator is forecast to meet or exceed target set given current performance.

Amber Alert – Indicator is at risk of not meeting the target set at yr end given current performance.

Red Alert – Indicator is unlikely to meet target set at year end given current performance.

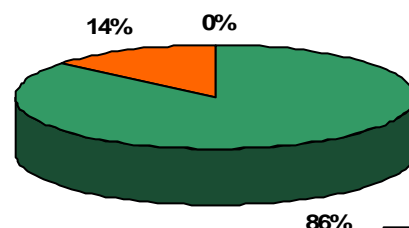


Performance Indicators



Strategic Plan Actions: The graph below shows we currently have an overall position of:

- 0% forecast as unlikely to achieve (red)
- 14% forecast at risk (amber)
- 86% forecast to achieve (green)



Strategic Plan Actions



Organisational Indicators: As the graph above shows we currently have an overall position of:

- 3% forecast as unlikely to achieve (red)
- 29% forecast at risk (amber)
- 68% forecast to achieve (green)

3.0 Progress of our National Indicators

The table below provides the latest data from our basket of organisational performance measures in relation to the National Indicators that we are monitoring at a corporate level. Each indicator has its current performance against the target set for the year and a comment from the Head of Service in relation to progress or improvement.

Overall in this section performance is positive with the majority of indicators predicted to meet year end targets at this stage. There are a number of ‘Amber’ alerts where targets are at risk and as such leads are monitoring progress closely. Some key areas to highlight:

- The time taken to Process new claims to housing and council tax benefit (NI181) has improved and represents good performance given the increase in claims, improvement since last year and the economic climate.
- Planning performance has improved across all three categories.

The National Indicator Table Results for Period to September 2009

Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
NI14 Avoidable contact	n/a	16.2% No alert	This indicator measures the number of contacts that are of low or no value and could have been avoided. The 16.2% covers the range of services that the CSC are the first point of contact (telephony only) meaning that the range is wide and differentiates greatly between services. Some services are reported as 5% whereas others are as high as 40%. The percentage of contacts measured is still significantly lower than the number of contacts received council wide. The measurement of this indicator is still in the very early stages and rolling it out council wide will take some time. While there are no nationally set target our performance, when compared to the 40% average stated by the Audit Commission, shows that we are doing well. Lead: Leonie Rathbone
NI 35 Building resilience to violent extremism	Level 2	GREEN	Prevent Strategy and Action Plan now complete with government funding for Prevent Officer secured for 12 months. Colchester and Tendring CDRPs, councils and LSPs have agreed to jointly work together across North East Essex to deliver the Prevent Action Plan. This work is led and co-ordinated by the Colchester Community Safety Team. Lead: Gareth Mitchell



Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
NI 157 Processing of planning applications v targets for 'major', 'minor' and 'other' application types	major 60%	major 69.6%	Performance over the first half of the year April-Sept has been excellent. All three categories significantly exceed the national targets (60%, 65% & 80% respectively). In terms of the more stretching local targets we are currently above for majors of 60%. We have edged closer to the 'minors' and 'others' target. Currently it is one out of three with a reasonable prospect to boost the other two categories once the staff secondments have finished and resources return to the service. Other structural changes within the service are planned and these will boost performance further. Lead: Beverley Jones
	minor 85%	minor 73.3%	
	other 95%	other 90.5%	
	AMBER		
NI 159 Supply of ready to develop housing sites	830	GREEN	The Strategic Housing Land Availability Assessment (SHLAA) is currently being updated and will be used to inform the Housing Trajectory and Annual Monitoring Report. We are able to demonstrate a 15 year housing land supply. Lead: Lindsay Barker
NI 170 Previously developed land vacant /derelict over 5 years	n/a	GREEN	Updated table of sites will be made available when this year's figures have been processed, ref comments at NI 154. Lead: Lindsay Barker
NI 180 housing/council tax benefit entitlement Changes	21,000	15,685 GREEN	This is a cumulative target and as such is ahead of profile at this stage of the year and if this trend continues our target will be passed substantially. Lead: Charles Warboys
NI 181 Time to process benefit new claims/change events	13 days	14.09 days GREEN	While processing is currently one day behind the targets set this does represent improved performance given the increased claims and economic climate and if this trend continues it indicates outturn will hit target or better. Lead: Charles Warboys
NI 182 Satisfaction of businesses with LA regulation services	85%	79% AMBER	Full year figure counts, but slight reduction could reflect increased pressures felt by small businesses in recession. Target is challenging - only six Essex LAs (including CBC) exceeded our current figure last year. Lead: Colin Daines

Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
NI 184 Food establishments in area, broadly compliant with food hygiene law	95%	92.04% AMBER	Premises inspected are different to those responsible for 2008-09 figure, making year to year comparisons slightly misleading. Good response to tough target. <p style="text-align: right;">Lead: Colin Daines</p>
NI 185 CO2 reduction from local authority operations	850 tonnes of CO ²	N/A (annual target) GREEN	This indicator is reported annually. The results for the baseline year showed that the Council emits 10,076 tonnes of CO ² . Projects through the Local Authority Carbon Management Programme planned for this year including the replacement of the fitness pool roof, the new cremators and the introduction of the Power Perfector system should enable us to meet the agreed annual target reduction. <p style="text-align: right;">Lead: Matthew Young</p>
NI187 Fuel Poverty - % of people receiving inc based benefits living in homes with low energy rating.	SAP < 35 =6% SAP > 65 = 33%	N/A (annual target) GREEN	We have commissioned the survey work which is being co-ordinated in the region by Carbon Action Network East. The surveys are due to be sent out in October with the results expected in the new year. <p style="text-align: right;">Lead: Matthew Young</p>
NI 194 Level of air quality – % reduction in NO _x and primary PM ₁₀ emissions through CBC's estate and operations	2% less	AMBER	The indicator follows the same processes as NI185 for data collection. For 08-09 (baseline year) the Council produced the following from buildings and operations; PM10 (kg) = 14,148. NO _x (kg) = 364. Work through travel planning and the LACM will reduce these emissions, we will be developing a process calculating the potential reduction from these projects to support target setting in the future. <p style="text-align: right;">Lead: Matthew Young</p>
NI 196 Improved street and environmental cleanliness-flytipping	590	265 GREEN	Fly tips are down by 18% Targeted local and national campaigns have had an effect on fly tipping figures in 2009 although after the first 2008 campaign in July reports increased due to public awareness of how to report fly tipping. An extension to the free bulky collections may also have had an effect. <p style="text-align: right;">Lead: Matthew Young</p>

4.0 Progress of our LAA 'Have Regard to' Indicators

Local Area Agreement (LAA) Indicators are national indicators that have been agreed as priorities by partner organisations across Essex. There are some which Colchester Borough Council 'has regard' to and as such we monitor these separately. Progress of their performance up to the end of September is included in the table below and key areas include:

- We are on track to deliver the agreed number of affordable homes this year and official figures for last year are now included below.
- The number of people in temporary accommodation has reduced which is important to us and is the result of partnership working and improved activities which are ongoing.

The Local Area Agreement Table Results for Period to September 2009

Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
NI 154 Net additional homes provided	855	GREEN	Annual net figure of 1041 for period 1.4.08 – 31.3.09. Figures for the first part of this year are not available as yet but the SHLAA indicates we should meet the target of 855 for 09/10. Lead: Lindsay Barker
LAA LI2.2 / NI 155 No. of affordable homes delivered (gross)	128	90 (cum) GREEN	The information for this indicator is collected quarterly although it is reported annually (annual target). The mid-year cumulative result suggests that this indicator is on track to meet the year end target. Lead: Lindsay Barker
NI 156 Number of households in temporary accommodation	200	212 AMBER	The outturn 219 is a snapshot position of the number of households in temporary accommodation at 30 th September. This is an improvement on our position for the same period last year which was 224. During the last quarter there has been a sustained reduction in the use of Bed and Breakfast accommodation which has reduced to 17 households this quarter from 23 in the previous quarter. The reduction in the use of Bed and Breakfast has continued during October and at the end of October there were 13 households in Bed and Breakfast Lead: Gareth Mitchell



Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
NI 186 CO2 reductions per head in CBC's area	0.3 tonne less per capita	n/a GREEN	This indicator is reported annually, however the data provided by DEFRA runs 2 years behind. Data for 2007 was released in September 09 and although we cannot comment on year 08/09 we can see that emissions per capita are reducing. The reduction between 2005 (baseline) and 2007 is 6.3% (or 0.4 tonnes CO2 per capita) Lead: Matthew Young
NI 188 Planning to adapt to climate change	level 2	n/a GREEN	This indicator is reported annually through a self assessment matrix. We are on track to meet Level 2. Lead: Matthew Young
NI 191 Residual household waste per household	508kg	200.395 kg GREEN	Waste to landfill has reduced by 7.07% compared to the previous year. This equates to a 1412.95 tonnes reduction in waste sent to landfill against the same point in 08/09. The reasons for this reduction are a combination of the economic climate forcing a reduction in food thrown away, increased waste awareness and a reduction in the food packaging by consumers and industry. In addition, Colchester's figures have been reduced by the introduction of a trial recycling street sweepings - the figure recycled and therefore diverted from landfill for September 09 was 163 tonnes, an actual turnaround of 326 tonne. Lead: Matthew Young
NI 192 Household waste reused, recycled and composted	40.0%	42.6% GREEN	As NI191 explanation figure shown April to September 2009. We will also expect to see further increases as a result of the extension of recycling facilities to all flats and the 'door stepping' campaign which commenced in October 2009. Lead: Matthew Young
NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Litter 5.6%, Detritus 11%, Graffiti 5%, Fly posting 1%	Litter 8% Detritus 9% Graffiti 4% Flyposting 0% GREEN	April to July figures included - next report due December for Aug - Nov. Unable to forecast as different areas used for each assessment. Comparable to last year, litter figures increased 4% while graffiti, detritus and flyposting have decreased 2% Lead: Matthew Young

5.0 Progress of our Local & Life Chances Indicators

We have a number of indicators that have been selected because they are relevant to local priorities and progress of these for the period up to the end of September is included in the table below. A summary of some key areas includes:

- While sickness figures have improved year on year, this latest report shows a drop in performance of nearly half a day.
- Where a decision against a planning application is appealed we are performing well when compared to the national average.
- The average time taken to re-let council houses has improved this quarter to 36 days from 39 and from 40 days this time last year. However this is still behind the target we want to achieve and progress and improvement activities are therefore being closely monitored.

The Local and Life Chances Indicator Table Results for Period to September 2009

Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
ex-8 Invoices paid on time	98.5%	98% AMBER	Quarter 2 figure has much improved from quarter 1 but as ever services need to remain vigilant as this is a stretching target. Lead: Charles Warboys
ex-9 Council Tax collected	98.5%	64% GREEN	Despite the difficult economic situation, collection rate to date remains at the same level as this time last year, when the target was met. Lead: Charles Warboys
ex-10 Business Rates collected	98.5%	67.3% GREEN	Collection rate at the half year was slightly lower than for the same period last year due to a retrospective increase in the RV of the Garrison which had not been paid. This has now been paid and collection rate is slightly ahead of last year. Lead: Charles Warboys
ex-12 sickness rate (average working days /employee)	8 days	8.54 AMBER	Rate per employee is up almost half a day on last quarter. Swine Flu - The total number of employees who have been affected between April and September 2009 is currently 22 and 108.29 working days have been lost. Stats will be monitored as we approach the colder months when flu is usually more prevalent. Lead: Lucie Breadman
ex-79a Benefit claims processed correctly	90%	88.58% AMBER	Figure reflects quality checks of entire process and recently focused on new staff who are gaining more experience. Lead: Charles Warboys

Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
ex-204 Planning appeals allowed against our decision to refuse	30%	11% GREEN	Better than the national average in so far as we are winning more appeals than most other authorities. Our commitment to pre-application negotiation is likely to mean fewer schemes are unacceptable. We also had 16% of appeals being withdrawn by the appellants. Lead: Beverley Jones
ex-218b % abandoned vehicles removed in 24 hours	80%	92% GREEN	As there are currently less vehicles being abandoned our contractor is easily exceeding the 24 hour deadline to remove those that are. Lead: Matthew Young
ex-212 Average time to relet council houses	28	36 (Cum) RED	The quarter 2 result of 33 days has improved on quarter 1's 39 days, with the cumulative average being an improvement on mid-year 08/09 (40 days). However this indicator is still not meeting the target. The voids process is being closely monitored through the void operational group where long standing voids are analysed. Work continues to review the void process within CBH to ensure any delay in the process is reduced. Despite the improvement actions being in place and improvement in the current performance the fact that this is a cumulative average annual measure means that it is unlikely that this indicator will meet the year-end target. The projection for year-end 09/10 is 32 days (40 days end 08/09). Lead: Lindsay Barker
ex-213 Homelessness cases prevented as % per 1,000 households	4%	2% (cum) GREEN	The number of cases where homelessness has been prevented has improved in quarter 2 to 86 giving a cumulative total of 154, slightly lower than at mid year 08/09. This indicator is on track to meet the year end target. Lead: Gareth Mitchell
Life Chances 10 Reduce Decent Homes gap	50 homes by 2013	n/a AMBER	This indicator aims to reduce the gap between the borough average and the worst affected area for private sector houses falling below the decent homes standard by bringing 50 homes in New Town up to the decent homes standard by 2013. Portfolio Holder agreement is being sought to fund a feasibility study for an area improvement in New Town. Lead: Gareth Mitchell



Indicator	Target 09/10	April - Sept	Comment / Update on progress if reported annually
Life Chances 13 Reduce 'bad debt' evictions	30	10 GREEN	<p>This indicator aims to reduce the number of tenants evicted as a result of debt and not exceed 30 evictions per year by providing pro-active assistance.</p> <p>The position at mid-year is an improvement on the number of evictions for the same period last year which was 13 and are on track to achieve the annual target despite a difficult economic period for tenants.</p> <p style="text-align: right;">Lead: Lindsay Barker</p>

6.0 Performance in relation to our 'People'

The Council monitors a number of People related performance measures including sickness absence, those on formal ill health capability, staff with Personal Development Plans, completion of appraisals and the diversity of our workforce. In addition to these quantitative measures our Human Resource Business Partners meet regularly to discuss other more qualitative people related issues and feed this information back to managers and Heads of Services regularly.

Key Performance Areas

The most recent Strategic HR Team meeting discussed a number of strategic and corporate performance areas across all services. The following areas have been highlighted over the last quarter:

Sickness Absence – The rate per employee is almost half a day up on the last quarter, from 8.09 to 8.54. While Swine Flu has not had a significant impact there have been 22 people affected between April and September 2009 and 108.29 working days have been lost. Stats will be monitored as we approach the colder months when flu is usually more prevalent. In Street Services a new sickness reporting procedure has been implemented and a number of employees are being dealt with under the ill health capability procedure. Overall sickness figures have still improved over the last few years from around 12 days down to the current level and this is a closely monitored indicator within all services.

Flexible Working – Service moves to Rowan House and VDI deployment are well under way. Various workshops have been run to ensure effective communications and HR Business Partners continue to provide support but it is inevitable that there will be some disruption in the coming months.

Recruitment – Vacancies above CMG9 continue to be agreed by SMT and a new process ensuring additional scrutiny, HOS sign off and consideration of internal recruitment as a priority is being drawn up and agreed in November. Turnover remains very low at just over 1%.



Learning and Development – Learning Pool has been launched and demonstrated at most GMTs. HR are looking at alternative delivery channels for the CLM, coaching qualifications and leadership development. Mid-year PDPs will be reviewed for any additional training identified since April 09.

Performance and Reward – Unison consultation continues and we are hopeful of a decision to ballot members on this issue. Mid-year reviews should be well underway. A sample audit of approx. 8% of the workforce has been performed to assess how embedded SMART objectives are and the effectiveness / quality of this process. Overall seems positive but business partners are analysing the results and will discuss any areas of concern with the relevant Head of Service. % of SMART objectives will be confirmed after mid-year reviews.

Employee Survey – Electronic and hard copies were issued on 5th November with a 2-week closing date. Minimum response rate of 40% required to obtain data from Best Companies; results available in the New Year. We will undertake benchmarking again and the survey relates to all the public sector and not just councils.

Health & Safety – Key areas of focus include: i) year-long awareness campaign supported by Communications team to raise profile of H&S; ii) Incident stats remain low in this quarter and these will continue to be monitored; iii) an audit of the “5 Cs” (Co-operation, Co-ordination, Communication, Control and Competence) centralised information system used in all council buildings to ensure our staff as well as contractors work safely has been performed and results are to be acted upon; iv) Fire Service inspections at Ascot House and Angel Court. Levels of safety must be maintained during the move to Rowan House over the coming months.

Fundamental Service Reviews – *Housing*: Business Plan complete and going to SOSIP in November and Cabinet in December. Implementation plan currently being drafted whilst employees and Unison are kept informed. *Revenues & Benefits*: Review beginning in early November with a projected completion date of end of February 2010.

7.0 Progress of our Strategic Plan Action Plan

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

Appendix 2 provides a table with all the current actions and their performance. In summary no actions a currently forecast to fail, 86% of the are currently progressing on target and 14% are being monitored closely.

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

Addressing Older People's Needs

- A younger and older people's resource secured within the Council.
- Agreed a service level agreement with Age Concern to provide benefits take up work with older people.
- A multi-agency 'Older People's Forum' has been established.

Addressing Younger People's Needs

- Regular meetings established between Cabinet and Colchester Young Essex Essex Assembly / Youth Council Members.
- Promotion of the MEND scheme (to reduce childhood obesity) at 6 parent information evenings.
- Revised play area development and action plan agreed

Community Development

- 11 Community champions trained and some have successfully moved into employment already.
- Safer Colchester Pilot has attracted £150,000 of funding and is progressing well.
- Two successful 'Days of Action' held to tackle anti-social behaviour.
- SOS Bus operating Friday and Saturday with 112 volunteers and day-time events.

Congestion Busting

- Personalised travel planning underway in Highwoods.
- North Colchester Integrated travel plan launched.
- A12 Junction work progressing well.
- 2.5km of foot and cycle paths improved through Highwoods residential area.

Enabling Job Creation

- 'Promoting Colchester as a Cultural Hub' event held in October in partnership with Regional Cities East and Centre for Urban Renaissance.
- LAA reward grant being used to increase the level of business start ups.
- Town Centre Project Plan in place and consultation processes in place with local business community.



- Achieved target to increase proportion of working age population qualified to level 3 NVQ or higher
- NVQ level 2 training provided to 75 local residents to help secure employment with Waitrose. A further 100 people will receive this training for possible opportunities with Sainsbury's.

Healthy Living

- Joint post recruited with the NHS to work on Health Priorities in the area.
- Delivery of certain health initiatives, such as body care, tennis coaching and tri golf have had to be revised downwards due to staff vacancy.
- Six new health walks have been introduced against a target of three.
- More than 300 residents have already been advised on better insulation and heating in their homes this year well ahead of the target of 500 for the year.

Homes For All

- Homechoice to be integrated into CSC/Infopoint from November 2009
- 30 properties have been improved through the fuel poverty scheme but timescales have slipped on the request for funding to conduct a survey of properties in New Town, now looks likely in March 2010.
- 46 empty properties have been bought back into use as at September 2009.

Reduce, Reuse and Recycle

- Kerbside recycling service extended to all flats.
- Door stepping project commenced in October to increase levels of participating in recycling.
- Monthly 'blitz cleans' taking place along with 'days of action'.
- Free recycling service now provided to all schools.

8.0 Other Performance News

In addition to the key monitoring processes that we have in place with our Performance Indicators and Strategic Plan Action Plan, there are many activities and improvements taking place on an ongoing basis within services and in partnership. A summary of some of these are included below:

Performance - The Council has received confirmation that it has been awarded a level 3 overall for our Use of Resources Assessment - a key part of the Comprehensive Area Assessment Framework introduced in April 2009.

Customer Excellence - We received the Institute of Customer Service's Approved Centre Certificate in September, which recognises the successful implementation and operation of our ICS awards programme.



Customer Excellence - We are providing free, confidential and impartial advice for local businesses in the economic downturn regularly on Tuesdays. This new service is being run together with the Colchester Business Enterprise Agency and Jobcentre Plus.

Customer Excellence - 'Combating the Credit Crunch' – our use of customer data to pinpoint those in most need of our help was recognised in the Cabinet Office's 'Customer Matters'.

External Funding - Our SOS Bus and crime reduction partnership received further recognition at the East Of England Innovations Day in October with their excellent funding bid receiving the full £15,000 requested in the 'Pirate's Cove' competition. We also received the full £10,000 requested for Leadership training from Improvement East.

Place Survey – the final results showed that of the 18 NIs collected via this survey, the Council was above the national average for 8 and below the average for 10 National Indicators.

Partnership Working - Colchester was one of only two districts invited to a GO-East regional workshop to contribute to the DCLG's project on the future direction of the NI set.

Awards and accreditations include:

- Community Stadium being runner-up in the 'community benefit' category of the national RICS awards, having already achieved the RICS 'project of the year' award at the eastern regional finals.
- Communications team has been shortlisted in both the Local Authority PR Team of the Year and the Outstanding in-house PR team in the Goods Communications Awards 2009 and CIPR Pride Awards respectively.
- Lexcel – national practice management accreditation for legal services.
- 'Honourable mention' for the cemetery in Memorial Awareness Board awards.
- Green Flags for Castle Park, High Woods, cemetery and crematorium.
- Park Mark accreditation for all Council owned car parks.
- Sport and Leisure Service were rated as 'Highly Commended' for their Sports Development work following an assessment undertaken in September 09 through the Quest scheme. The rating received was 78%; a 5% increase on our 2007 assessment.

Strategic Plan action plan – 2009-10 actions

Addressing older people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Survey, analyse and review services using existing insight from partners and top 5 issues from older people's groups	Appropriateness and focus of services tested against the local priorities for older people	Agree with partners our top 5 priorities for action in Colchester Develop action plans for these priorities	May 2009 August 2009	Matt Sterling	The Older People's Forum has agreed 5 priorities and actions to achieve these.	Green
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	Gareth Mitchell	Capacity secured in the Community Development team.	Green
Engage Essex County Council and NHS North East Essex as primary partners with strong links to named officers in both organisations	Effective partnership working with the two key statutory agencies for older people's services	Named link officers identified Establish effective communication/joint-working with named link officers	April 2009 March 2010	Gareth Mitchell	Achieved with NHS North East Essex. Link officer identified with ECC, but further work required to establish joint working.	Green
Encourage take up of benefits by older people through Welfare Rights team	Increased incomes for residents aged 60+	Agree Service Level Agreement with Age Concern Help older people access £300,000 extra income	April 2009 March 2010	Matt Sterling	A Service Level Agreement has been signed with Age Concern to provide benefits take-up work with older people. Performance data will be available shortly.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Set up a quarterly Colchester 'Older People's Forum' that feeds into setting annual key priorities	Clearer understanding of priorities for older people's services	First meeting held Agree work plan for this forum	April 2009 July 2009	Matt Sterling	This multi-agency forum has been established and is establishing shared priorities.	Green
Use the assessment of older people's housing needs to prioritise investment including investigating the potential of a Care Village	Improve the feelings of safety for citizens in later life Promote independence in the home Dispel the myth that people in later life are a burden	Options paper to relevant Portfolio Holder(s) setting out needs, opportunities and constraints	March 2010	Tina Hinson	Cabinet considered and approved project to proceed with disposal of former football ground at Layer Road to enable to development of extra-care sheltered housing scheme for older people.	Green

Addressing younger people's needs

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Lead the Colchester Children and Young People's Strategic Partnership (CCYPSP) in focusing on priority needs	Effective local delivery of children and young people's services	PFH for Performance and Partnerships appointed Chair of the CCYPSP	March 2009	Gareth Mitchell	PFH for Performance and Partnerships chairs the CCYPSP (CCYPSP Board to be replaced with a North East Essex Children's Trust Board late in 2009 – CBC role to be established).	Green
Work with key partners to ensure the safety and wellbeing of our children	Safeguarding children is a priority for CBC and our partners when developing joint initiatives	Safeguarding agenda embedded in the work of the CCYPSP Completion of Section 11 (Children Act 2004)	December 2009 March 2010	Gareth Mitchell	Safeguarding is a standing item on CCYPSP board agendas and attendance from relevant partner agency is established. S11 Audit underway.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Increase collaboration between the council, local schools and their students	Effective communication and partnership working between CBC, local schools and students	Audit of CBC's safeguarding arrangements and resulting action plan. Cabinet to regularly meet Colchester Young Essex Assembly/Youth Council members Agree with CCYPSP partners (including schools) a "Life Opportunities" target around primary school attendance	Ongoing September 2009	Gareth Mitchell/Matt Sterling	Quarterly meetings with Cabinet diarised. South area primary schools agreed to new collaboration on attendance in October – target to cover 09-10 academic year.	Green
Create a "Younger and Older People's Community Development" resource	Officer capacity to progress the Strategic Plan priorities around younger and older people	Officer capacity within the Life Opportunities Service group secured	March 2009	Gareth Mitchell	Capacity secured in the Community Development team.	Green
Assist in enabling a broader provision of voluntary/charitable youth groups/activities based in local communities	More positive activities for young people	Positive activities identified in the Colchester Children and Young People's Plan and CCYPSP Commissioning themes Make Community Development officer capacity available to community/voluntary groups	September 2009 April 2009	Gareth Mitchell	CCYPSP commissioning round completed and services around positive activities commissioned. Capacity secured in the Community Development team.	Green
Actively work with NHS North East Essex Healthy Schools Team to implement	Reduced levels of childhood obesity and teenage pregnancies	Promote anti-obesity programmes such as MEND through Healthy School workers	May 2009	Matt Sterling	Community Development workers have promoted the MEND scheme at 6	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
prevention services targeted at children and families in deprived neighbourhoods.					Parent Information events at Primary schools and with School Nurses. 3 programmes will be delivered this year (one completed, one underway, one planned for January 10).	
Review and deliver the Colchester Play Strategy	Improved access to play opportunities for children and young people	Agree revised Play Area Development Plan and begin implementation of the action plan	March 2010	Bob Penny	Play Area Review incorporating domains to identify deprivation and areas of need completed. Report to be presented to Portfolio Holder in November 09.	Green
Ensure the work on raising skills levels in the Economic Prosperity Strategy is focused on youth skills priorities	Provide younger people with the skills to enable them to compete effectively in changing economic conditions	Work with the Learning Skills Council, North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement	March 2010	Nigel Myers	Proposed the post of Employer Engagement Manager for Colchester Skills Diploma Area Planning Group; participating in the APG group and in particular, the Creative and Media Diploma element; researching and working to develop the uptake of Apprenticeships by individuals and employers under the newly launched	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
					National Apprenticeship Service.	

Community development

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Develop a Place Shaping strategy to delegate decision making and service delivery to local communities and respond to the opportunities provided by the Sustainable Communities Act 2007	Clear CBC approach to Sustainable Communities Capacity building within Community for delegated decision making	Citizens Panel established Constitution amended to reflect new legislation Paper on strategy to Leadership Strategy adopted	October 09 October 09 June 09 Mar 10	Ian Vipond	Paper on Sustainable Communities Act and Empowerment white paper went to leadership and Council agreed to adopt its objectives. Various elements of the constitution have been amended. 'Citizen Panels' are being used in Task and Finish work but no single 'Panel' has been created.	Green
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the skills and worklessness 'Life Opportunities' targets	Increased skills levels and decreased levels of worklessness amongst residents	Support 11 Learning Champions (ongoing) Agree Grant to Signpost	Ongoing April 2009	Matt Sterling	11 Champions have been recruited and trained. Some have moved into employment but others are being recruited. A grant for Signpost has been approved.	Green
Invest in voluntary sector organisations to direct work at our Strategic Plan priorities	The voluntary sector contributes work to achieve our strategic priorities	Grants agreed Grants awarded Monitor performance	February 2009 April 2009 October 2009 and March 2010	Matt Sterling	6-monthly grant awards were made in April, with a Portfolio Holder decision for the second period just signed. Performance data is currently being	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Work with communities to release resources from a range of sources to deliver tangible community provision using the community facilities audit	More community facilities	Development Team attended fortnightly by Community Development Co-ordinator Community Facilities Audit completed New Community Facilities Supplementary Planning Document adopted	Ongoing June 2009 March 2010	Matt Sterling	sought for the first 6-month period. Development Team is being attended regularly; the Community facilities audit is now complete (but with the capacity to be regularly updated); and the revised SPD is about to be adopted.	Green
Identify and work with residents to build their skills to work in their communities	Increased volunteering and pride in communities	Quarterly action planning meetings held with 1 Learning Champions Mini-conference held to support resident NAP members	April 2009 to March 2010 April 2009	Matt Sterling	Regular action planning sessions are being held with the Learning Champions. A mini-conference was held to support NAP panel members in Spring 09.	Green
Engage residents and community groups in target wards to foster increased community spirit and achieve community priorities	Increased pride in communities, increased volunteering, reduced fear of crime	Finalise proposal for a Safer Colchester pilot with Essex Management Board	July 2009	Matt Sterling	This project successfully attracted about £150,000 of external funding. The Co-ordinator is in post and the project started in September.	Green

Community safety

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Co-ordinate a series of 'Days of Action' to tackle crime and	Reduced anti-social behaviour and fear of crime	3 days organised and delivered	Ongoing	Matt Sterling	2 successful days held this year so far with a third planned. The	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
improve the quality of life in neighbourhoods					days have been extended with external funding into the Safer Colchester pilot.	
Reduce crime and anti-social behaviour in the town centre in the evening and encourage greater use by people of all ages	An increased positive perception of the Town Centre during the evening which generates a diverse range of people who are attracted by a wider range of events/activities on offer. The wider range of town centre users promotes a self-regulating approach to anti-social behaviour which reduces the reliance on enforcement activity	Final report from the Night time Economy Task & Finish Group which includes short, medium and long-term action recommendations to be fed into ongoing work related to the Town Centre. Workshop in May to gain customer insight and engage key stakeholders Peer Research to gain customer insight	Update Report by August 09 Workshop in May 09 Peer Research in November & December 09 Final Report by end March 2010	Beverley Jones	Workshop organised in May 09 with insight, actions and recommendations captured and provided as part of the update report in August 09. Peer Research questionnaire designed and subject to continuing support from Elected Members will commence in November 09. A brief for commissioning the Best Practice Research has been written and we are starting discussions with University of Essex. Further consultation to be carried out by Colchester Police during a series of evenings. This is also due to commence prior to Christmas.	Green
Support the	Financial sustainability	Open Road operate	Ongoing	Matt Sterling	The SOS Bus now	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
development and extension of the SOS and Community Bus Project	for the SOS Bus	the Bus Friday and Saturday evenings			operates Friday and Saturday evenings with 112 volunteers and has a wide range of day-time bookings.	
Together with our partners enable communities to challenge anti-social behaviour and develop Neighbourhood Action Panels to ensure community issues are being actioned and resolved	Reduced anti-social behaviour and improved responsiveness by Police, CBC and ECC	CDRP funding for bus performance managed 15 panels serviced on a monthly or bi-monthly basis Mini-conference for participants held Border changes implemented	October 2009 and March 2010 Ongoing April 2009 July 2009	Matt Sterling	15 Panels are being serviced throughout the borough. A mini-conference was held in the spring, and border changes implemented during the summer 09.	Green

Congestion busting

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Devise planning policy which ensures new developments incorporate walking, cycle routes and public transport services at the initial planning stages	Planning documents which articulate our plans and can be used to influence others including our partners, the private sector (developers) and funding bodies such as the HGP, EERA, EEDA Increase funding for transportation measures to address congestion through behavioural change.	Updated Transport Strategy Document for Colchester for inclusion in LTP3. Transportation policies included within Development Control Policies and land for transport infrastructure identified in the Site Allocations	December 2009	Paul Wilkinson	Development Control Policies DPD has been published and is due to be submitted in November.	Green
Set up a travel	Increase the number of	Residential	June 2009	Paul	Personalised travel	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
behavioural change programme working with existing communities	people using alternative methods of travel to access the station, the town centre, schools and places of employment.	Sign contract with "personalised travel" planning company. Introduce travel planning in the High Woods area linked to the Cycling Town initiative	2009/10	Wilkinson Nigel Myers Nigel Myers	planning underway in Highwoods. North Colchester Integrated Travel Plan launched and continued engagement in reducing vehicle congestion in area through employer-engagement events.	Green
Work in partnership to release land and deliver the A12 junction, the Northern Approaches Road and the Busway.	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	Education Workshop held with ECC and partners to identify priorities and actions for education, residential and business Business Approval of the Severalls Travel Plan CIF2 funding awarded Renegotiation of Severalls s106 Notice served on agricultural tenant and Land released for construction of the infrastructure	April 2009 March 2010 July 2009	Karen Syrett / Fiona Duhamel	Funding agreed. Work to start on site imminently.	Green
Consider a planning application and make available land to allow delivery of Park and Ride at North	Increase the attractiveness of the town centre as a place to live, work, shop and visit. Reduce greenhouse	Location and site included in LDF Site Allocation document Provide support to ECC in order to secure	November 2009 March 2010	Karen Syrett / Fiona Duhamel	Park and Ride site shown on the Proposals Map published in Sept. 09. Site Allocations DPD due to be submitted to	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Colchester	gasses produced by transport	funding			PINS in November.	
Upgrade existing and construct new cycle routes using newly acquired Cycling Town status and improve cycle security at rail stations to encourage residents to use bikes/public transport	Increase the levels of people cycling. Reduce greenhouse gasses produced by transport	1.5km of Foot and Cycle paths improved across High Woods Country Park. 2.5km of foot and cycle paths improved through the Highwoods residential area. Launch the improved High Woods Town Centre to Community Stadium Route	March 2010 June 2009 June 2009	Paul Wilkinson	Complete. Complete. North Station to stadium route launched.	Green Green Amber
Commence the changes to the town centre to reduce traffic and improve reliability of the bus operation	Increase the operational reliability of passenger transport especially in the town centre.	Improve the routes linking Greenstead to the Hythe Station area Reach agreement between CBC and ECC on key fundamentals to be agreed for delivery. Agree a programme of delivery for Town Centre Transport Project Deliver a number of "quick wins" to improve public realm and transport	March 2010 April 2009 May 2009 December 2009	Paul Wilkinson / Fiona Duhamel	Underway. Agreed. Good progress – steering group established looking at Town centre as a whole – delivery programme not yet completed. Fire Office will be completed Dec 09. Continue to work with	Green Green Amber Amber

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Improve the environments in and around Colchester's stations, increase the length of platforms at the Hythe station to allow for improved train operation and approve a pilot Travel Plan for Colchester Station	Increase the number of people using alternative methods of travel to access the station and places of employment. Reduce greenhouse gasses produced by transport	Lengthened platforms at the Hythe Improved environment to the Hythe Station Submit Pilot Station travel plan to ATOC. Set up governance arrangements with Partners Improve and increase level of cycle parking at North Station	September 2009 September 2009 May 2009 May 2009	Fiona Duhamel	Completed. Complete except hoardings. Pilot Station Travel Plan submitted to ATOC. Part of Travel Plan.	Green Amber Green Green
Work with Essex County Council to deliver acceptable sustainable changes to the A133	Provide new access and release land for housing and economic development through delivery of the A12 Junction and relieve congestion around the North Station area.	Modifications to the Albert, Colne Bank and Essex Hall Roundabout	April 2009	Paul Wilkinson	Short term measures completed.	Green
LDF Preparation; Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.	Spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities.	Site Allocations DPD Dev Policies DPD	Submission November 2009	Karen Syrett	Site Allocations DPD – submission November 2009, examination March 2010 and adoption August 2010.	Green
Development Policies DPD - submission November 2009,		NS Masterplan Nrth Col. Masterplan	April 2010 April 2010		Development Policies DPD - submission November 2009,	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
examination June 2010 and adoption November 2010.		Community Facilities SPD	September 2009		examination June 2010 and adoption November 2010.	Green
Supplementary Planning Documents due for adoption 2009 – 11.		Affordable Housing SPD Backland Dev SPD	September 2009		Supplementary Planning Documents due for adoption 2009 – 11.	
Complete East Transit corridor Feasibility Study	Identification of feasible options to deliver improved connections between East Colchester and Town Centre	Feasibility Study Report to allow consideration of options	April 2009	Paul Wilkinson / Fiona Duhamel	Initial study complete.	Green

Enabling job creation

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Exploit Colchester's strategic location between London, Stansted and the Haven Gateway ports to promote international trade, secure inward investment and major infrastructure projects	Create 10 new jobs through Foreign Direct Investment Refresh 'Choose Colchester' inward investment promotion pack Launch tactical campaign directed at 200 key relocation decision makers in the UK Lobby East of England International to shortlist Colchester for all appropriate foreign direct investment enquiries Use culture led place marketing to attract	LAA2 Economic Prosperity Strategy 2007-2010 National, regional and local targeted publicity	March 2010	Nigel Myers	Working on 2 active leads with East of England International to secure FDI. Campaign refresh and launch planned for Spring 2010. Continue to actively lobby EEI which has resulted in active leads. In partnership with Regional Cities East (RCE) and the Centre for Urban for Urban Renaissance (CURE) staging an event	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Ensure the availability of sufficient quality employment land via our planning process to meet the needs of our residents	inward investment	LDF Economic Prosperity Strategy 2007-2010	March 2010	Nigel Myers	aimed at public and private sector 'Promoting Colchester as a Cultural Hub' on 8 October. Working towards the inclusion of Stane Park (7 ha.) as a high quality site; now included as an extension of the Stanway Strategic Employment Zone. Also, influenced the LDF Core Strategy to bring forward sustainable rural development sites, now included in the Site Allocations Submission Document. Working with one landowner to bring forward 4 redundant rural units into commercial use.	Green
Use planning gain and other funding streams to raise the number of apprenticeships and increase the take up of training and employment opportunities	Adoption of Supplementary Planning Gain proposal to utilise S.106 funding for the provision of training and apprenticeships Create in partnership with the North East Essex Education	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	Nigel Myers	Draft SPD presented to Development Team and now being submitted to Spatial Policy as an additional and necessary key document. Decision on adoption likely by November 2009.	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Increase incubation and grow-on space to sustain business growth	Secure funding and management arrangements for incubation and grow on space in North Colchester Influence and provide policy expertise for the development of additional incubation and grow on space at other sites such as Stane Park	LAA2 Economic Prosperity Strategy 2007-2010	March 2010	Nigel Myers	Funding secured for North Colchester Business Incubation Centre (BIC) through attraction of a higher, later bidder; planning application submitted with decision due in December. Negotiations for agreement of lease for the management of the North Colchester BIC are ongoing but must be completed before the construction contract is awarded. Stane Park outline planning contains requirement to build a business incubator. Advice and input being given on the grow-on space which	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Support the creation of new businesses by working in partnership with other agencies nationally and regionally to market Colchester as a preferred business location	Actively support campaigns such as National Enterprise Week in November 2009 to encourage the growth of self employment and business start up activity Utilise LAA1 Reward Grant and partner contributions to increase the level of business start up particularly from those who are currently under represented in the business community Promote Colchester through targeted trade publications using editorial rather than paid for advertising	LAA2 Economic Prosperity Strategy 2007-2010	December 2010	Nigel Myers	<p>will be the Creative Hub.</p> <p>Heads of Terms agreed with developer of Cultural Quarter to provide 7,500sq ft for Creative Hub facility and a further 12,000sq ft lettable space within Phase 1 of the Cultural Quarter.</p>	Green
					<p>Support to be provided to Colchester Business Enterprise Agency (COLBEA) for the National Enterprise Week in November 2009 and the 'Grow your own business and prosper' event on 8 October.</p> <p>LAA Reward Grant is being deployed in partnership with COLBEA to increase the level of start ups – Service Level Agreement targets are currently being exceeded.</p> <p>Successfully placed several free editorial articles in key local, regional and national</p>	

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Sustain and where possible strengthen the independent retail sector within the retail offering of the borough	<p>Work with the Colchester Town Centre Business Planning Group to agree and implement projects in the town centre which will increase footfall and retail expenditure</p> <p>Identify and prioritise opportunities outside of the town centre for strengthening the retail offer</p> <p>Use Festival to improve Colchester's profile as a destination for visitors and businesses</p> <p>Contribution to other Town Centre land place marketing initiatives to improve sense of place eg night time economy</p>	<p>Programme of coordinated events including the Christmas Lights and Colchester in Bloom</p> <p>Deliver Year 1 actions from the festival development strategy and evaluate and report findings</p> <p>Set of principles and priorities for the Town Centre agreed and action plans in place to address key issues and opportunities</p> <p>Investigation into the benefits of an Area action plan for the Town Centre</p>	January 2010	Nigel Myers/Fiona Duhamel	<p>Project plan agreed and implemented by the Colchester Town Centre Business Group to coordinate Christmas activities</p> <p>Project plan and partnership involving cultural providers, community groups and business community delivering GiFT. Full evaluation frame work in place to measure economic as well as social impact, and review strategy supported by Colchester2020 funding.</p> <p>Principles and priorities paper drafted for 5 a side and Renaissance Partnership Board.</p> <p>Town Centre Project Plan in place.</p> <p>Mechanisms in place to ensure the business community can be consulted on future</p>	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Raise the skill levels of the local workforce to obtain better paid employment by innovative collaboration with employers, educational institutions and other key partners	<p>Work with LAA partners to increase the proportion of the working age population qualified to at least Level 3 or higher by 1%</p> <p>Use s.106 funding to provide NVQ 2 training for up to 150 residents to secure employment with Sainsbury's and Waitrose</p> <p>Effectively signpost in collaboration with partner organisations skills and employment opportunities in the borough</p> <p>Work with the North East Essex Education Business Partnership, including Heads of Schools and the Colchester Institute, to help ensure that the 14-19 agenda including the Diploma and Apprenticeship has the appropriate level of business engagement</p> <p>Implement the Colchester</p>	LAA2 Economic Prosperity Strategy 2007-201	November 2010	Nigel Myers	<p>placemaking initiatives</p> <p>Target has been achieved.</p> <p>NVQ Level 2 training has been provided to 75 local residents to help secure employment with Waitrose. NVQ Level 2 training for 100 local residents will be provided to help secure employment with Sainsbury's; development forecast to commence on-site December 2009 with pre-meetings to ensure delivery of full pre-employment and training scheme to coincide with opening in late 2010.</p> <p>Re-branding of "Services for the Unemployed Committee" as "Colchester Works!") and formal launch and website under</p>	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
	internship/company placement scheme with the University of Essex.				development. Providing employer contact information for key sectors to APG Employer Engagement Manager and planning some key sector events, including Financial, Construction, Creative and Media, Social Care and Retail. CBC support in 2009 enabled the University of Essex/Shell Step Programme to successfully place 15 graduates in local businesses	

64

Healthy living

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Work with a wide range of statutory and voluntary organisations to deliver the projects in the action plans for the Local Area Agreement and 'Life Opportunities' targets on childhood obesity, smoking and teenage pregnancy	Reduced levels of childhood obesity, smoking, and teenage pregnancies	Agree Joint Appointment with NHS NEE Review of action plans with NHS NEE With PSP partners, commission projects to contribute to this work using PRG funding	May 2009 July 2009 April 2009	Matt Sterling	Joint post recruited and has started work. Initial work plan agreed with NHS NEE. Projects commissioned using PRG funding (MEND, additional dietician capacity).	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Co-ordinate the Lottery-funded MEND (childhood obesity) scheme	Increased awareness of healthy eating and exercise	Secure continuation funding	June 2009	Matt Sterling	Continuation funding for 09-11 secured from the Local Area Agreement.	Green
Deliver the NHS North East Essex collaboration plan for healthy lifestyles and attract funding for new health initiatives	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Deliver Body care Roadshows in 10 schools	March 2010	Simon Grady	<i>Targets revised downwards in-year due to staff vacancy in service.</i> By year-end Body care Roadshows will have been delivered in 6 schools.	Amber
		Deliver sports coaching in 20 schools	March 2010		By year-end tennis coaching will have been provided in 12 schools, Tri Golf in 4 schools, and volleyball coaching in one school.	Amber
		Introduce 3 new health walks	September 2009		New health walks have been introduced in Aldham, Dedham, Fordham, Gt Tey, Wivenhoe and Layer Breton.	Green
Give advice to residents on accessing grants to better insulate their homes	Warmer homes and reduced fuel bills for residents aged 60+	Provide 4-day-per-week service Advise 500 people on better insulating and heating their homes	Ongoing March 2010	Matt Sterling	4-day per week service launched and advising residents throughout the borough. 300+ residents advised so far this year.	Green
Deliver the NHS-funded fuel poverty	Improved healthiness amongst target group	Follow-up contact made with patients	April 2009	Matt Sterling	Targeted Warm Homes 2 scheme	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Scheme ('Warm Homes 2')		who have not responded Fund heating and insulating work in 15 homes Report on pilot scheme outcomes	January 2010 January 2010		launched; letters sent to over 200 residents; reminders sent to non-responders; on track to achieve the outcomes target by Jan 10.	
Deliver the Community Sport Network action Plan and the Development Plan for Sport	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport External investment in sports provision in Colchester	Launch new "Active Colchester" website to incorporate all local opportunities provided by CBC and its partners New borough-wide development plan produced including local priorities for sport and leisure provision	June 2009 September 2009	Simon Grady	Decision made to develop this website in conjunction with the CBC website refresh. Will be achieved by March 2010 Development Plan being produced in context of changing external environment for sport and leisure and availability of S106 funding.	Amber Amber
Work with partners to deliver the London 2012 Partnership Plan	More people leading healthy, active lifestyles, reduced levels of childhood obesity and more adults participating in sport	Co-ordinate the Colchester 'offer' to Olympic and Paralympic Committees to maximise the chances of securing a pre games training or preparation camp in the Borough	Ongoing	Simon Grady	Positive links made with India and Barbados, new partners brought onto the Partnership.	Green

Homes for all

Action	Outcome	Outputs	Timescale	GMT lead	Update as at Sept 09	RAG
Co-ordinate, provide	More people are	Recommendations	March 2010	Peter	Transformational	Green

Action	Outcome	Outputs	Timescale	GMT lead	Update as at Sept 09	RAG
and promote an advice service with partners to make sure people get all the help they need to remain in their own homes.	able to remain in their own homes	made as part of Housing Services Review.		McDonagh	service opportunities identified from Housing Review form basis for Business Case to December Cabinet. Phased implementation from January 2010.	
		Investigate opportunities that arise from introduction of 'Public Sector village'.			"Homechoice" will be integrated into the CSC/Infopoint Colchester from November 2009.	
		Reduction in homelessness applications. Increase in homelessness prevention figures.			There has been a reduction in homelessness applications, the number of households accepted as homeless and the number of households in temporary accommodation compared with the same quarter in 2008.	
		Decrease in the use of temporary accommodation.				
Lead a review of private and publicly owned sites including rural exception sites to deliver new affordable housing across the borough.	Land assets are used efficiently to maximise the delivery of affordable housing. Public sector land is made available for affordable housing.	Identify ownership of land 2009/2010.	March 2010	Tina Hinson / Karen Syrett	Review of Council owned land on target to be completed by end of 2009/2010.	Green
Implement Colchester's Local	The Planning system is used	Draft policy completed March 09.	October 2009	Karen Syrett	Draft policy completed by target date.	Green

Action	Outcome	Outputs	Timescale	GMT lead	Update as at Sept 09	RAG
Development Framework, including a robust Affordable Housing Supplementary Planning Document to seek 35% of all new homes to be affordable on sites with 3 or more homes in rural areas and 10 or more homes in urban areas.	effectively to deliver safe, secure, decent and affordable homes.	Consultation completed June 09. Final document approved October 09.			Consultation completed by target date. Slippage on approval of final document due to the complexities of setting a contribution level that is viable in current housing market. Recommend date is changed to March 2010.	
Adopt a site allocations development plan document to ensure a 15 year rolling supply of housing sites.	The Planning system is used effectively to deliver safe, secure, decent and affordable homes.	Submission of DPD November 2009. DPD adopted and published August 2010.	August 2010	Karen Syrett	On target to be submitted November 2009.	Green
Ensure that all Council homes meet the Decent Homes Standard.	Ensure that all Council homes meet the Decent Homes Standard by December 2012.	To complete the procurement and restart the Decent Homes programme.	October 2009	Mike Scarlett	On target – EU Procurement process has been completed. Cabinet are due to award the contract in October, to restart the Decent Homes programme.	Green
Identify private properties to target for improvement to the Decent Homes standard and seek external funding to deliver.	Prioritized risk based inspection of all properties in New Town with completed report.	A detailed survey of properties in the New Town area to be completed. Recommendations for action reported to Portfolio Holder. Investigate possible	Inspections completed October 2009 Final report December 2009	Peter McDonagh	Timescales have slipped, but Cabinet will consider at its 2 December Meeting, the request for funding to conduct the survey of properties in New Town. If successful, the	Amber

Action	Outcome	Outputs	Timescale	GMT lead	Update as at Sept 09	RAG
Encourage the return of empty properties to use.	A reduction in the number of properties on the council tax register as being empty over 6 months in the borough.	sources of additional / external funding. Work with Fuel Poverty Officer to identify properties for work that would make them "decent".	March 2010	Peter McDonagh	survey will be completed by end of March 2010, producing a report of findings with recommendations. In the meantime, a total of 30 properties have been identified that have been improved through the Fuel Poverty scheme (Warm Homes 2) and which may contribute to this target.	Green
		Rewrite and implement 'Empty Homes Strategy' prioritising action on the longest standing empty properties first. Target: 80 empty properties bought back into use.			Draft revised Empty Property Strategy due December 2009. Consultation will take place after that date with the final report planned for March 2010. As at 30 September 2009 46 empty properties had been returned to use.	

Reduce, reuse, recycle

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Prepare an options appraisal to identify potential future service delivery	Further exploration of the options identified within the appraisal	The establishment of a Member Task and Finish group through the Policy Review and Development Panel Recommendations to Cabinet on the option	Task and Finish group to commence April 2009 and report back to Policy Panel October 2009	Chris Dowsing	The Task and Finish Group is established and has narrowed down the options from 20 to 4. After discussion with Cabinet the timetable has changed to allow for a	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
		to be taken forward	Recommendations to Cabinet from panel by December 2009		public consultation to take place around the four potential options including an open public meeting to be held 1 December. The Task and Finish group will now report its findings to the Policy Panel 1 March 2010.	
Extend the kerbside recycling service to all flats	Extended recycling facilities to residents living in flats	Increased levels of recycling helping to achieve the Councils recycling targets. Greater participation and levels of satisfaction	Procurement of materials from April 2009 with installation and extended service Summer 2009	Dave McManus	Extension of service now complete but ongoing for new developments. All residents in flats now have facilities in place.	Green
Carry out education and information programmes that persuades and encourages residents to reduce their waste and recycle all materials	An increase in waste minimisation, reuse and participation in the Council's recycling services	Increased levels of participation in the Council's kerbside recycling collection service Increased levels of recycling to meet LAA2 targets Reduction in the overall levels of waste arisings going to landfill	Door steppers project to commence May 2009	Chris Dowsing	The Council has let a contract to carry out the Door steppers project. This commenced on 7 September with participation monitoring and door-stepping will commence on 14 October. The start date for the project was amended to account for the return of the student population as they constitute a large population in the areas being door -stepped.	Green
Carry out cleaning blitzes and increase visibility of street	Highly visible street cleaning service with in depth cleansing	Increased levels of street cleaning on specified days.	Commenced January 2009.	Dave McManus	Monthly programmed blitz cleans taking place and ongoing. Days of	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
based staff and resources	operation. Additional resources targeting areas where routing cleaning is inadequate	Involvement of ward members and residents groups Increased customer satisfaction	Programme currently in place until December 2009		action are a supplement to this and now taking part in Safer Colchester project.	
Investigate a food waste collection service	Food waste collections fully investigated and understood as part of an effective waste and recycling collection scheme	The collection of food waste will be investigated further by the Member Task and Finish group set up to look at the options in more detail.	Task and Finish group to commence April 2009 and report back to Policy Panel October 2009	Chris Dowsing	The Task and Finish group has taken account of food waste collections as part of its overall considerations. Each of the four options being taken forward for consultation involves the separate weekly collection of food waste.	Green
Provide a free recycling service to all Schools	Schools and young people are recycling more in conjunction with the Eco schools programme	The collection of recycled materials from schools Increased educational work and behavioural changes	A free recycling service is now offered to all schools who sign up to CBC as customers for residual waste. The extension to the flat recycling scheme is envisaged to provide the capacity to enhance this service	Dave McManus	Complete – all schools have access to free service.	Green
Investigate the potential benefits to	The potential benefits of an Inter	An agreement is reached with Essex	Meetings with Essex County	Chris Dowsing	Further consideration on the benefits of	Green

Action	Outcome	Outputs	Timescales	GMT lead	Update as at Sept 09	RAG
Colchester of an Inter Authority Agreement with Essex County Council	Authority Agreement with Essex County Council are explored through the East Area Waste Management Joint Committee and through 1-2-1 discussions with Essex County Council.	County Council to enter into or not an inter authority agreement.	<p>Council will take place in March 2009.</p> <p>If an agreement is reached the decision will go forward to Cabinet.</p>		entering into an inter-authority agreement with ECC was undertaken with the Portfolio Holder for Performance and Partnerships in negotiation with ECC. It was decided that the benefits did not outweigh CBC's objections to the wider joint municipal waste strategy and the county wide PFI contract and as such an inter-authority agreement was not entered into.	
Work with voluntary and charitable organisations to promote and enable the reuse of a range of household items and materials	More material is taken from the waste stream and diverted for reuse rather than being sent to landfill	Support is provided by the Council to voluntary and charities willing to engage in the reuse of materials	<p>This will be an ongoing engagement with these groups to take advantage of opportunities as they arise</p>	Chris Dowsing	The Council has supported interested groups as opportunities have arisen including support for schools and community groups. The Council also publicises the benefits of reuse to the wider community.	Green



Strategic Overview and Scrutiny Panel

Item
12

5 January 2010

Report of	Executive Director	Author	Ann Wain ☎ 282212
Title	Comprehensive Area Assessment (One Place)		
Wards affected	N/A		

The Panel is invited to review the area assessment report for Essex for “One Place”

1. Action required

- 1.1 To comment on and note the Area Assessment report from the One Place judgement

2. Reason for scrutiny

- 2.1 One Place is the strategic performance assessment which replaces Comprehensive Performance Assessment.

3. Background information

- 3.1 One Place (formerly known as Comprehensive Area Assessment) has been brought in to replace the Comprehensive Performance Assessment. It is a very different type of assessment:
- It looks across an area, for us that area is Essex County, rather than at each Council. A separate, simplified assessment is made for each Council called an organisational assessment which will be reported to Finance and Audit Scrutiny Panel at the end of January.
 - One Place is led by the Local Strategic Partnership (LSP), Essex Partnership with each LSP feeding in to an overall assessment
 - Performance is judged across a range of organisations including health, police rather than just local authorities
 - No score is attached to the Area Assessment although red and green flags are used to highlight significant concerns and exceptional performance or innovation respectively
- 3.2 Each LSP was invited to submit a self assessment which fed into the overall submission from Essex Partnership.
- 3.3 In Colchester the LSP asked the Public Sector Partnership (PSP) to manage this work and a self assessment covering a range of areas was compiled.
- 3.4 The One Place Area Assessment report is attached. It should be noted that Colchester is mentioned in a number of places and contributes positively to the achievement of a “green flag” for our response to the recession.

4. Strategic Plan references

- 4.1 The delivery of the Essex Strategy and the Local Area Agreement (LAA) form a significant part of the judgement made. At a local level the delivery of individual Local Sustainable Strategies and organisational Strategic Plans are taken into account.
- 4.2 Our Strategic Plan makes links to the LAA and shows how our priorities support it's delivery.

5. Publicity considerations

- 5.1 One of the Audit Commission's aims for One Place was to make performance information more interesting and accessible for our residents.

6. Financial implications

- 6.1 There are no direct additional financial implications of One Place.
- 6.2 A Performance Reward Grant of £720,000 was made available to support projects for the delivery of the LAA.

7. Equality, Diversity and Human Rights implications

- 7.1 One Place is underpinned by a judgement about how an area is addressing inequality and helping people whose circumstances make them vulnerable.

Appendices

One Place Area Assessment

Essex

Area Assessment

Dated 9 December 2009



oneplace

for an independent overview
of local public services

Contents

Essex at a glance

How is Essex doing?

About Essex

How well do priorities for Essex express community needs and aspirations?

Priorities for Essex

- Our people
- Our communities
- Our economy
- Our world

Essex at a glance

This independent assessment by six inspectorates sets out how well local public services are tackling the major issues in Essex. It says how well they are delivering better results for local people and how likely these are to improve in future. If, and only if, our assessment shows that the following special circumstances are met in relation to a major issue, we use flags to highlight our judgements. We use a green flag to highlight where others can learn from outstanding achievements or improvements or an innovation that has very promising prospects of success. We use a red flag to highlight where we have significant concerns about results and future prospects that are not being tackled adequately. This means that local partners need to do something more or different to improve these prospects.

Green flags - exceptional performance or innovation that others can learn from

 Green flag: Response to the recession

Red flags - significant concerns, action needed

 Red flag: Safeguarding Essex children

The local area

Essex contains a mix of urban, coastal and rural communities. It is the second most populated county in England with a population of about 1.4 million. The number of people living in Essex is expected to grow significantly in the future. This has significant implications on infrastructure such as roads, housing and jobs. This leads to additional and changing demands on public services across Essex.

Essex has a comparatively low number of people from black and ethnic minority groups but this has been rising in recent years. Gypsies and travellers are a significant minority group in Essex.

Despite pockets of deprivation and health inequalities, the people of Essex generally enjoy good health, above-average earnings and low unemployment, although skills and qualification levels are low in some parts of the County.

As in all parts of the country, the impact of the economic downturn has been felt in Essex for example with a notable increase in unemployment.

The County has 6 national nature reserves, over 300 miles of coastline and 75 sites of special scientific interest.

The Essex Partnership brings together key public, private and third sector organisations which are responsible for tackling local priorities and securing a sustainable future for Essex.

The next section tells you how Essex's public services are doing in each of their local priority areas.

How is Essex doing?

Our people

Partners are not working effectively together to ensure that some of the most vulnerable children in Essex are adequately protected. Services for safeguarding children in Essex are not performing adequately.

Essex partners recognise the extent of the weaknesses and acknowledge that cultural change is needed to make improvements. They responded to the 'inadequate' rating for safeguarding children in the 2008 inspection by undertaking a wide range of activities to improve children's safety. Nevertheless, progress in bringing about necessary improvements has been slow. Partners have yet to put in place effective systems for the referral of vulnerable children and to take a proactive role in ensuring their safety.

Test and examination results for children and young people aged 11, 16 and 19 are in line with national and regional averages. Resources are targeted to schools where children are most at risk of not finding jobs or going into further education or training when they are 16. However, more young people do not take part in education; employment or training than in similar areas and the rise in 2008 was greater than average.

Partners are working well to address health inequalities. A wide range of initiatives are being delivered which reflect local needs. For example, people are getting good support in giving up smoking.

Health issues are also tackled locally such as in Colchester where partners have been successful in increasing immunisation rates for measles, mumps and rubella (MMR).

However, some variations in the quality of acute health care are found across the County. This is resulting in poorer standards of service and outcomes for some people.

In some areas, such as Tendring, people are less healthy and doctors in these areas have been given extra funding to improve health care. However, it takes time for efforts to reduce health inequality to show results. So it is not yet easy to show that the gap is reducing between areas where people are generally very healthy and those where people are less healthy. However, innovative approaches are being adopted, recognising the different needs of people in Essex.

Partners are responding well to some of the differing needs of community

groups. For example, targeted support is in place to support the independence of older people. Services, for instance community fire safety provided by Essex Fire and Rescue, are being effectively tailored to meet the needs of gypsy and traveller groups.

Our communities

The level of crime in Essex is low and falling. Partners are actively tackling crime and anti-social behaviour to reduce it further, especially in local areas where it is more of a concern. Effective joint-working and funding has supported this approach. Crime and anti-social behaviour is being effectively tackled by partners in local areas where there are particular problems.

Partnership working has reduced the number of people killed and seriously injured on Essex roads and the Fire and Rescue Service works well with partners in focusing on those who are more vulnerable to fires in the home.

Whilst overall crime rates are low in Essex, domestic abuse and repeat incidences of domestic abuse are a concern. The Safer Essex Partnership, which includes the police, councils, health and voluntary groups, is joint funding an improved range of services for victims and those vulnerable to domestic abuse. Initiatives include close liaison with victims through refuge services and additional domestic abuse advisors working across the county.

Our economy

The Essex partners are working very well to tackle the impact of the recession. There is an excellent range of initiatives to help local people and businesses alike. Businesses have been supported through 'Banking on Essex' and through local initiatives such as the mobile business health clinics in the Basildon area that provide advice and support to businesses.

Vulnerable people have been helped through council tax rebates. In addition, partners have recognised the need to help young people get jobs and have extended the apprenticeship scheme with about 1,000 places created. The County Council has put significant investment to reopen village post offices in communities where they are closing. This increased accessibility is supporting the delivery of services by partners in potentially isolated rural communities.

Partnerships are driving regeneration activity. The Thames Gateway partnership, Europe's largest regeneration scheme, has recently clarified what needs to be achieved. Significant investment has been secured and a range of schemes which have been planned for some time are now progressing such as the regeneration of Basildon town centre. The Haven Gateway Partnership, covering the north east of Essex, is working closely with partners on a range of projects using external funding. This has supported regeneration in Colchester town centre, Clacton and Harwich.

Our world

Effective partnership working between councils has resulted in more recycling

services available to the public. County, district and borough Councils have worked together to increase countywide recycling rates from 21% in 2000/01 to over 40% in 2008/09.

The level of carbon emissions is being tackled. The way services are provided and the design of buildings take into account carbon impact. New buildings, such as schools, are environmentally friendly. Main roads are built in such a way that surface water is collected so it does not run off and pollute rivers and streams.

About Essex

A recent survey shows that in Essex 85 per cent of people are satisfied with their immediate local area as a place to live. This is broadly the same as the average for similar areas and higher than the national average of 81 per cent.

Essex is a large county in the East of England which has borders with east London, Hertfordshire, Cambridgeshire and Suffolk. The County has urban, rural and coastal communities, ranging from densely populated areas to the countryside villages such as Uttlesford in the north of the County.

The main areas of population include Chelmsford, Basildon, Colchester and Harlow. Essex also has a long coastline with coastal villages and larger towns such as Clacton-on-Sea.

Essex is the second most heavily populated county in England with a population of about 1.4 million. The number of people living in the County is expected to grow over the next 20 years. This is reflected in government plans for house building, including the Thames Gateway Regeneration Programme.

The population of Essex generally tends to be older than other counties and the proportion of older people is predicted to increase significantly over the next ten years. People from ethnic minority groups make up a small percentage of the population although a number of diverse communities exist within the County. There is a significant gypsy and traveller community in Essex particularly in the Basildon area. In July 2008 there were about 4,000 gypsy and travellers in Essex living on the 11 registered sites as well as on private and unauthorised sites across the County.

The County has a relatively low level of deprivation with some areas amongst the least deprived in the country. However, pockets of high deprivation do exist for example in the Basildon, Harlow and Tendring districts. Unemployment is comparatively low although the proportion of people claiming Jobseekers Allowance has increased at a higher rate over the last six months than for England as a whole. Workers who live in Essex tend to earn more than other areas, although skills and qualification levels are low in some parts of the County.

Essex people generally enjoy good health compared to the rest of the country. But there are significant inequalities, for example in how long people in different parts of the County are likely to live.

The level of crime in Essex is generally low although reducing crime remains a high priority for residents. There is a lower rate of violence than the average for England, although Harlow has a significantly higher rate than elsewhere in the County. However there are higher levels of some crimes such as domestic violence and, in some areas, higher levels of anti-social behaviour. The police and other partners have been successful in reducing race hate crime and improving a sense of community identity.

How well do priorities for Essex express community needs and aspirations?

Organisations work together in the Essex Partnership to improve the quality of life of people who live and work in Essex. They include the County Council, 12 district councils, 5 primary care trusts (PCTs), 2 mental health trusts, the fire and rescue service, the police, and voluntary and faith organisations.

Partnership working is complex because of the number of partners involved and the fact they do not all cover the same areas. Some are involved in a number of different partnerships such as the fire and rescue service working in the Essex, Southend and Thurrock strategic partnerships.

The partners carried out good consultation in 2007 to understand what is important to the people of Essex. The information from this was used to set a long term vision and develop clear priorities that the partners would deliver together. These priorities are set out in an Essex wide plan which states what action is going to be taken and the targets that the partners are aiming to achieve.

Throughout 2009 the long term vision of the partnership has been through a review process to ensure it remains relevant in light of changing circumstances, for example the economic downturn of the last 12 months. This has involved working with local people. Following this review a refreshed version of the vision will be launched in March 2010.

There are four themes, supported by ten priorities:

'Our people'

- Fewer children and young people missing education or not in education, employment or training
- More people supported to live independently in their own homes with better support for carers
- Better public health and longer lives
- Children and young people realise their potential in education

'Our communities'

- Essex roads are safer, less congested and everyone has access to essential

services

- More participation in sports, culture and volunteering for the benefit of the whole community

- Essex is a safe place to live

'Our economy'

- Essex has a strong and competitive economy

'Our world'

- A smaller carbon footprint with less waste

- A well managed environment

Individual partners are aware of the needs of local people and specific communities. For example, district councils have focused their efforts in response to local needs such as the availability of affordable housing and what is needed locally to tackle the impact of the recession on local people and businesses. This local work has helped build a countywide picture of what action and services are needed as well as contributing to the Essex Partnership priorities.

The priorities that have been set for partners match the areas of greatest concern for residents. For example, the partnership has a good understanding of the concerns people have about crime and anti-social behaviour as well as the more recent concerns arising from the economic recession. People want to live and work in a safe environment. Partners have taken steps to identify and tackle those crimes and areas of the County that give particular cause for concern. For example, Harlow is the only area where crime rates are above the national average.

There is a good understanding of the impact of the recession on people and businesses in Essex. As a result partners have worked well together to reduce the impact and support the economy of the County.

In general, the health of people in Essex is good. Compared to the national picture, life expectancy is longer and fewer residents consider themselves to have health problems. There are, however, dramatic differences in how healthy people are across the County. There is a difference in life expectancy of 18.6 years between the area with the highest life expectancy in Uttlesford and a ward in Tendring which has the lowest life expectancy in Essex.

In 2008, the councils and health partners reviewed the health of the people living in Essex, through a process called a Joint Strategic Needs Assessment. Local profiles for each of the 12 district or borough council areas and the two unitary authorities of Southend and Thurrock have been developed together with a countywide profile. From this research, it was clear that partners need to tackle health inequalities. The approach taken recognises the fact that Essex has a diverse community. For example, the health needs of those living in Saffron Walden differ in significant ways from those of Clacton, Brentwood or Canvey Island.

Many of the public service organisations working in Essex have produced individual action plans. These action plans support the countywide strategy to improve health of people in Essex.

Partners have yet to take a proactive role in safeguarding and to put in place effective systems for referring vulnerable children to Essex social care. Children in Essex do as well at school as they do elsewhere in England. But there is wide variation in educational attainment in different parts of Essex and among children and young people whose circumstances may make them more vulnerable. For example, those in the care of the Council and those identified as having special educational needs.

Although partners hold good quality information, the lack of a comprehensive data sharing system limits its use. This is recognised by partners and being addressed through the creation of a data warehouse to support the sharing of key data sets and information. It is anticipated that this system will be in place by March 2010.

Our people



Red flag: Safeguarding Essex children

Partners are not working effectively together to ensure that all vulnerable children in Essex are adequately protected. Services for safeguarding children are not performing adequately. Given that children's safeguarding was rated as inadequate in a 2008 inspection, all partners need to recognise the importance of addressing safeguarding issues as an urgent priority.

Partners are not clear of their role in safeguarding children in Essex. Partners recognise that the Children's Trust (a formal partnership which brings together agencies and organisations to deliver integrated services for children and young people) is not working effectively. The future structure of the Trust has not yet been agreed. The relationship between the Children's Trust and the Essex Safeguarding Children's Board, a group that has responsibilities set out in law for ensuring the safety and welfare of children is also not clear. While partners show good commitment to the Board it has not been taking a sufficiently strong lead in driving forward the necessary changes to keep children safe. For example, there have been long delays in responding to serious case reviews (held when a child dies or is seriously injured or abused). Some recommendations from as long back as 2007 have still not been acted on. Many partners are keen to take an active role in the safeguarding of children and improve the way partners work together but are not always clear about their role.

Despite recent recruitment campaigns there remains insufficient capacity in Essex County Council's children's social care which is detracting from safeguarding children. This has led to significant delays in the allocation and completion of the first stages of the assessment of children's needs, unacceptably high caseloads and some child protection practice falling below acceptable standards. The Council recognises that its recruitment and training for staff may not be enough to address the problem in the short term although workloads for individual social workers are being reduced and

monitored.

The quality of data and management information to support safeguarding and children's services more widely are weak, but showing signs of improvement. The IT systems have not provided frontline staff or management with good information. This has adversely affected the speed at which cases are allocated to child protection teams.

What's being done in response?

The Council and partners recognise the extent of the weaknesses and acknowledge that cultural change is needed to make improvements. They responded to the 'inadequate' rating of safeguarding for children in 2008 with a wide range of activities to improve children's safety. For example, a significant focus on improving children's services, including additional resources, capacity and changing the structure of the service.

A review of the Children's Trust and its relationship to the Local Safeguarding Children's Board and other partners is underway. The Children and Young People's Plan has safeguarding as a priority.

Progress in bringing about necessary changes has been slow. Partners need to put in place effective systems to support the referral of vulnerable children and take a proactive role in safeguarding.

Our people

Education

Test and examination results for children and young people aged 11, 16 and 19 are in line with national and regional averages. While children and young people in Essex are achieving better results the speed at which these are improving is slower than average for 11 and 19 year olds and matches the national average for 16 year olds. Standards in approximately one in ten primary and secondary schools are below average compared to similar areas. This represents a big improvement for secondary schools as before 2008 standards were very low in approximately one in four of them. However, pupils do not make the progress they could in too many secondary schools in Essex. Children and young people from lower income families achieve relatively well compared to those in similar areas, but not as well as in the rest of England. The achievement of children in the care of the Council varies from year to year. While their attendance at school is improving, it is not high enough. Pupils who have been identified as having special educational needs who follow the national curriculum do not achieve well enough especially when they are aged 11.

Actions to reduce the number of children and young people who are persistently absent from school have been successful and resulted in a big improvement in this area in the academic year 2007/08. This has included the launch of Attendance Matters training for front-line staff and school governors and the roll-out of Behaviour and Attendance Partnerships in all schools. Fewer children are also being permanently excluded from schools. Information provided by the Council indicates almost all of these children are now receiving full-time alternative education.

A high proportion of young people continue their learning when they are 16, but too many have discontinued by the time they are 17. Partners are taking action in response to the rise in 16-18 year olds not in education, employment or training. Numbers have risen from 5.6% in 2007/08 to 6.7% in 2008/09, a larger than average rise, with the number in Tendring being significantly higher. The Essex Partnership Forum has committed an additional £4 million into developing skills for young people. This includes setting up vocational centres and apprenticeships. In addition resources have been targeted to the 22 schools where young people are doing less well and whose job or continued training prospects are less bright. Initiatives include the Big Match Job Week which provides a free service linking up young people looking for work and employers who have vacancies.

Tackling health inequalities

Although there are significant health inequalities in Essex, partners have a good understanding of the issues. Good information has been gathered on the varying health needs across the county, through a process called the Joint Strategic Needs Assessment. This analysis of the differences at various levels including down to ward level has highlighted the needs in local communities that may not have been identified. Partners are working together as well as independently to reduce inequalities. A comprehensive strategy is in place and leadership is good. Effective initiatives are focusing on specific communities as well on generally improving the health of people living in Essex. However it takes time for efforts to reduce health inequality to show results.

The Council and partners are successfully tackling specific issues that are affecting the health of Essex residents. This includes encouraging and supporting people to stop smoking. The PCT areas in Essex are amongst the best in the Eastern region for getting people to stop smoking. In 2007/08 11,487 people quit smoking and this increased to 13,274 in 2008/09.

Partners have focussed on those areas where more children smoke resulting in a significant reduction. The number of children smoking at the age of 15 has fallen. This has been achieved by a wide range of initiatives such as targeting people selling tobacco to underage young people. In 2007/08 36% of tobacco sales in Tendring and 23% in Basildon were illegal sales to underage people. This had fallen to 8% and 13% respectively by the end of 2008/09. This joint approach of support for those who want to stop smoking and enforcement against illegal sales is resulting in a reduction in the number of people that smoke and is therefore having a positive long term health benefit.

Targeting local health issues is also having wider community benefits such as reduced crime and antisocial behaviour. Partners are jointly tackling alcohol misuse at a local level. A successful pilot scheme to target the small number of persistently drunk individuals in Harlow town centre is going to be tried in other parts of Essex. The 10 most prolific offenders had support, such as help with housing needs, as well as enforcement action. The approach resulted in half of the offenders undertaking treatment programmes, three receiving inpatient support and two moved away from the area. This has achieved a long term solution for the community and has supported individuals to turn their lives around.

Innovative approaches taken by partners are securing benefits for specific groups. For example the East Area Forum investigated the low take up of the measles, mumps and rubella (MMR) vaccination in Colchester. Partners worked with the community, parish and district councils as well as voluntary and faith groups to find a solution. As a result a mobile vaccination clinic, sponsored by the County Council and PCT, conducted a high profile campaign at locations identified through public consultation such as supermarket car parks and the University. The immunisation rate increased from 72% to 85% in the targeted areas. This multi agency approach in identifying reasons for health inequality and responding to it in a way that met the needs of the community has been so effective that other PCTs are thinking of copying it.

Teenage pregnancies have reduced by a similar amount to that nationally. There has been good work to tackle this in those schools where pregnancy rates are higher. Work is also underway to improve the educational aspirations of young people to support a further reduction in pregnancy rates. As a result Essex has seen a reduction in teenage pregnancy aged 15-17 from 35.0 per 1,000 in 2000 to 32.9 per 1,000 in 2008. However the rate in recent years has levelled.

Healthy and supported communities

Partners have a good understanding of the changing health needs in the county such as the increasing elderly population. The number of people over the age of 85 is expected to increase from 30,000 currently to approximately 77,000 in 2021. Partners are working together to make sure that services can cope with future demands. People are being given good opportunities to choose the level and type of services they want. Almost 4,000 people have personalised budget arrangements. This is better than the target that the Council had set itself and is giving individuals and their carers more choice in the support services that they receive.

Jaywick, in Tendring, is one of the most deprived wards in the country. There have been a number of attempts over the years to improve the quality of life for people living in this area, with some successes, but without having solved the fundamental problems. Partners including the PCT, District and County Council are now leading an ambitious multi-agency initiative in Jaywick which has started to bring about real improvements and physical regeneration of the area.

Older people are supported better to help them live at home for longer and remain independent. There has been improved information such as through the successful 'Be Smart be Safe' booklet. This was developed by a range of partners and has proved a success. It is based on districts so that people get useful local information and is printed in various languages and formats. It includes advice on medication, falls and burglary prevention and has been given to 187,000 people. Individual support is being tried through the Village Agents scheme. This jointly funded scheme, provided by the County Council and the PCT, trains local people to visit housebound residents in rural communities. They check that residents know what information and support is available to them. Such initiatives are ensuring those most likely to be excluded by their circumstances are supported.

Access to health and other important services is improving as a result of partners working together. For example, Foundry Court in Tendring has been

transformed into a Community Wellbeing Centre. Services delivered by a range of partners are offered in this one location. These include preventative health care services such as advice on diet, exercise and giving up smoking. Support services, such as benefits advice from the Citizens' Advice Bureau, are offered as well as Adult Community Learning facilities. A daily lunch club, managed by Age Concern, and a carer respite day, provided by Tendring Crossroads, are some of the many services available. This effective partnership approach is making services more accessible to one of the most deprived communities in Essex where poor health and isolation have a significant impact on some people.

However, some variations in the quality of acute health care are found across the County. This is resulting in poorer standards of service and outcomes for some people.

Services are offered by partners in a way that supports the wider community. For example, the County Council has led on a high profile campaign to reopen post offices in rural communities. These, together with libraries, have been developed into information hubs where people can get information on services offered by many partners. Partners now share some buildings both reducing costs and making it easier for people to access services. This includes the police having a base at a library in the Uttlesford district.

Services are increasingly designed in a way to make them easier to use by minority groups. For example, a mobile library service for gypsy and traveller children is used by more than 150 children a month. Some partners have led on innovative initiatives to support the traveller community. The Fire and Rescue Service has worked very hard to tackle the risks faced by those living in caravans. Following fire deaths on a site in Basildon, an effective relationship has been achieved where previously there were tensions. Targeted fire safety information and checks on caravans have been specially designed for the community. This information is provided through meeting and talking to travellers as well as a specially designed DVD. Working with the community to properly site gas cylinders and arranging for old cylinders to be removed has resulted in a 98% reduction in potentially serious incidents. The approach has been nationally recognised for its success. However, there remains a lack of coordination for the long term solution of the number of illegal traveller sites in Essex.

Tackling obesity among children

Effective partnership working is tackling obesity among children with levels for primary age children being lower than average and most services making a good contribution to children and young people being healthy. School Meal Managers have helped schools comply with national standards for nutrition by developing a catering manual and a County recipe book which is improving the approach to food, including consulting on school menus. SportEssex has set up district based community sports networks such as the "Fit Bods" programme which includes a whole school approach to the promotion of physical activity amongst primary and special school children. School sport partnerships have also ensured that 92% of pupils had a minimum of two hours of physical education and sport a week. However, the percentage of schools achieving the Healthy Schools award is lower than in similar areas.

Child and adolescent mental health services

In 2008, an inspection found child and adolescent mental health services to be satisfactory. Staff providing mental health services and those who work for Essex County Council, district councils and voluntary organisations work well together. However, they have been slow in deciding what services need to be delivered in different areas and how best to do this. Consequently children and young people in different parts of the county do not receive the same quality of services. While the assessment of the needs of children and young people is carried out in good time there are delays in follow up appointments and treatment. This is because there are not enough staff to provide the different types of treatment children and young people may need. Access to Child and Adolescent Mental Health services and some therapies is variable for children and young people with learning difficulties and/or disabilities and there is a lack of clear transition arrangements to adult mental health services for some young people.

Housing

There are three major growth areas within the county. The Thames Gateway which includes the districts of Basildon, Castle Point and Rochford. The Haven Gateway which includes the districts of Colchester and Tendring. The London-Stansted-Cambridge-Peterborough Corridor, including the districts of Epping Forest, Harlow and Uttlesford. However, the County's infrastructure to support housing growth is not adequate. The infrastructure needs are significant and wide ranging, but the greatest need focuses on a range of significant transportation improvements, the delivery of which is critical to the longer term prosperity of the county and its ability to accommodate further growth.

Levels of homelessness are above the regional average in all but a handful of areas. However, the districts in Essex have successfully implemented a number of measures to prevent homelessness. For example, Maldon works with a specialist supported hostel provider, securing lower cost placements along with added benefits that include assistance with basic living skills, particularly for under 18s. Other successful schemes include Nightstop which provides emergency accommodation for homeless 16-18 year olds and mediation services. A number of districts have introduced rent deposit schemes to support people to move to the private rented sector who would otherwise have been homeless. For those accepted as homeless, the length of stay in temporary accommodation is reducing. Districts are effectively tackling this issue.

Our communities

The level of crime in Essex is low. Partners are actively tackling crime and anti-social behaviour to reduce it further, especially in local areas where there is more of a concern. Effective joint working and funding has supported this approach. For example, in Basildon a joint initiative on the King Edward Estate has successfully reduced reports of incidents by 56% and has resulted in a 63% reduction in reported anti-social behaviour incidents. Therefore joint working and funding of activity is making a real impact to reduce those types of crime that affect local people.

Crime and anti-social behaviour is being effectively tackled by partners in local areas where there are particular problems. The Place Survey 2008 showed that Colchester residents were unhappy with anti-social behaviour and with people being drunk or rowdy in public places. In response partners have funded an SOS bus at night in the town centre. The SOS bus was established to provide a safe haven for those enjoying a night out in Colchester and also to provide a daytime education resource for schools to highlight the dangers of alcohol use. This has led to a 17% reduction in violence related to alcohol in Colchester town centre. The SOS bus is also used by other districts in the County.

The Council and its partners are working effectively to reduce the fear of crime among vulnerable groups. Working with local communities, 26 'no cold calling zones' have been introduced across the county. These have reduced distraction burglaries and helped people, especially older residents, feel safe in their homes. The British Crime Survey shows that Essex has improved from being 32nd to 12th nationally for the percentage of residents agreeing that the police and local council are dealing effectively with anti social behaviour and crime.

The Fire and Rescue Service works well with partners in focusing on those who are more vulnerable to fires in the home. 'Firewatch', a Crime and Disorder Reduction Partnership (which includes Essex Fire and Rescue Service), has resulted in a 30% fall in the number of small fires. Joint working with district councils and the police has delivered training to private sector housing landlords who collectively manage over 7,000 properties. Other successful activities include the Fire and Rescue Service's work with Youth Offending Teams which is resulting in a fall in the rate of youth re-offending, such as in Colchester. Partnerships are therefore being effective in targeting their work to protect and improve the quality of life of people in Essex.

The number of people killed and seriously injured on Essex roads has seen a significant reduction. The joint funded Community Wheels project is an example where education and information is having real effect. A team of police officers, firefighters and road safety officers deliver high quality advice, education and information to a wide variety of road users. 'FireBike' is another successful partnership project where advice is provided to motorcycle riders by firefighters. Such joint working and funding of these activities has directly contributed to a 23% fall in the number of people killed and seriously injured in 2008/09 compared to the previous year.

Partners are increasing opportunities for people to be involved in sports and cultural activities. A high number of young people in Essex are involved in sports and youth clubs. NHS Mid Essex and other partners are joint funding new facilities to improve the health of local people through participation in sports. This includes providing two outdoor gyms. Facilities, such as the new Community Sports Stadium in Colchester, are providing a wide range of good quality activities for people to be involved in. The development of a residential facility in Epping for particular groups such as excluded children or vulnerable adults is providing opportunities to develop skills through the arts. A similar proportion of people in Essex do voluntary work as in similar areas.

Inspired by the successful London 2012 Olympic bid and the legacy work for which the County Council was awarded Beacon status, partners have started work on the Basildon Sporting Village. It includes a regional gymnastic centre

and the only 50 metre pool in Essex which will be open to residents in April 2011.

Youth work programmes are tackling the risk of young people becoming involved in anti-social behaviour effectively. However, in 2007/08 the number of first time entrants to the youth justice system were the highest they have been. Joint working between the antisocial behaviour team and the youth offending service is good and reducing levels of re-offending. Too few young offenders take part in education, employment or training activities.

Domestic abuse

Whilst overall crime rates are low in Essex, domestic abuse and repeat incidents of domestic abuse are a concern. The Safer Essex Partnership, which includes the police, local councils, health and voluntary groups, is joint funding an improved range of services for victims and those vulnerable to domestic abuse. Initiatives include close liaison with victims through refuge services and additional domestic abuse advisors working across the county. Courts have become more sensitive to the issues relating to domestic abuse victims and their families.

Key partners have recognised the impact domestic abuse has on families. A joint, county wide, domestic abuse group has been set up bringing together organisations that tackle domestic abuse and support victims. The approach includes the joint funding of a new County Domestic Abuse Co-ordinator. Previously, domestic abuse had been approached separately in Essex, Southend and Thurrock. The new approach includes partners pooling their resources and tackling the problem in a consistent way across the county.

Our economy

Green flag: Response to the recession

Essex partners are taking the initiative and successfully working to improve the economy and reduce the impact of the recession on local people.

Through an excellent range of initiatives, partners are working well to tackle the impact of the recession. A flagship initiative is Banking on Essex set up by the County Council in partnership with Santander. It is financially supporting Essex businesses where reduced bank credit is affecting their business. In the first month of operation the partnership lent £220,000 to local businesses.

The high profile scheme to support the reopening of village post offices is having a clear impact. Post offices which are saved are being turned into community information points. This allows people to use a range of services provided by partners in addition to post office services. Four post offices have been saved from closure and it is expected that a further 14 will be part of the scheme by Spring 2010.

There are many other ways that partners are supporting individuals and residents through economic hardship. These include providing a rebate to pensioners and those whose situation makes them most vulnerable to the economic downturn.

Partners are providing more help at a local level. For example Basildon District Council set up business health clinics. These work with the private sector such as accountants and banks and give advice and support to small businesses. In Colchester residents can get help from a mobile advice service and debt clinic using the SOS and Community Bus. This involves the Council together with partners including Essex Fire and Rescue, Signpost, Colchester Borough Homes and Rethink. It has provided over 500 residents with on-the-spot resolutions, advice and information according to individual needs.

Information to support and help people is important. Colchester Borough Council has produced an information leaflet, *Surviving the Crunch*, which has been distributed with smoke alarms and energy saving light bulbs. In Chelmsford an advice line has been established to support people who have been made redundant or who are facing redundancy.

Tendring District Council and local banks have also run a series of events for local businesses to increase awareness of what support and assistance is available.

Longer term economic support is being achieved through successfully increasing the number of apprenticeships in the public and private sector, with a focus on manufacturing. The Essex Partnership has a target of 1,000 apprentice posts to be provided across the County by small and large businesses as well as the public sector. Between 2003/04 and 2007/08 the number of apprentices had already increased by 128 per cent to 2380.

Partners have allocated £1 million to support Essex attractions that find themselves in difficulty due to the economic downturn. Grants made by the Life Raft Trust will support the activity of local Essex organisations.

Partners are working to deliver an increase in the number of jobs available and improving the skills of local people. They are focused on making it easier for young people to go into post-16 education particularly in the Thames Gateway area. This has contributed to a fall of almost 7 per cent in the number of young people not in education employment or training in this area, although the number is still higher than in similar areas. Foreign investment attracted through the Invest Essex initiative created or retained 393 jobs in 2007/08. The County Council also promotes the rural economy through its rural entrepreneurship scheme. It has attracted European Social Fund money to provide job opportunities for disadvantaged people (5,000 since 2001) through schemes for people with learning disabilities, physical or sensory impairment.

All these initiatives are having, and will continue to have, a positive impact. This includes supporting individuals who find themselves in vulnerable circumstances as well as shielding the local business community from the worst effects of the recession.

Our economy

Regeneration

Partners have reorganised the Thames Gateway partnership to improve

delivery of regeneration in the south of the county. Improved management arrangements are now in place with new membership and a more clearly defined approach of what needs to be achieved. Significant investment has been released and a range of schemes are now progressing such as the regeneration of Basildon Town Centre.

Partnerships are driving regeneration activity. The Thames Gateway partnership, Europe's largest regeneration scheme, has recently clarified what needs to be achieved. Significant investment has been secured and a range of schemes which have been planned for some time are now progressing. These include the regeneration of Basildon Town Centre. The Haven Gateway Partnership, covering the north east of Essex, is working closely with partners on a range of projects using external funding. This has supported the comprehensive regeneration in Colchester town centre, Harwich and Clacton.

The County Council has taken a strong lead in regeneration that has resulted in increased support for, and confidence in, the local business community. The Council has developed its links with local business and helped them prepare to bid for Olympic contracts. Over 400 small businesses have taken part and have developed increased confidence in bidding for work.

The Harlow Gateway project is an example of an effective partnership bringing about physical regeneration, new infrastructure, social, community, lifestyle and educational benefits to the local area. This was recognised by the partnership being highly commended in the 2009 Sustainable Communities awards.

Partners recognise, and are responding to, local regeneration needs. For example Colchester Community Stadium which houses the football club also provides a range of community facilities such as education programmes. This project won 'development of the year' recognition from the Royal Institution of Chartered Surveyors. It is an example of a joined up approach to regeneration that is providing greater opportunities for local people.

In Basildon the Craylands Estate had a reputation for isolation, poor quality housing and inadequate social amenities. A £250 million investment programme (public and private sector) is set to deliver a complex estate renewal scheme resulting in an improved place for people to live.

Our world

Waste and recycling

Effective partnership working between councils has resulted in an improved range of recycling services available to the public. This is also ensuring a long term sustainable waste disposal solution for Essex. County, district and borough councils have worked together to increase recycling rates from 21% in 2000/01 to 38% in 2007/08. The County Council, with its partners, has exceeded the target to deliver over 40% recycling in 2008/09 and the County Council is financially supporting districts to provide additional kerbside recycling. This has resulted in one district, Rochford, increasing its recycling rate from approximately 20% to almost 65%. In addition, partners across Essex are developing food waste kerbside recycling services to further

increase the overall amount of waste recycled. Additional investment in the civic amenity sites has made it easier to use them and has improved the recycling rate to over 60%. The good partnership approach gives strategic direction, secures a sustainable solution for future waste disposal, improves services for residents and is giving better value for money.

Carbon footprint

Partners in Essex are undertaking a range of initiatives and changing practices to reduce their carbon impact. They are working towards clear targets to minimise the impact of their activities on the environment. For example, the County Council, which is leading on the approach to reducing carbon emissions, has identified its current environmental impact and set a target to reduce carbon emissions by 10%. Progress is being achieved, for example changing the way adult services are provided has resulted in a significant fall in the number of business miles driven, equating to a saving of 700 tonnes of CO₂ per year. This is being used as an example to other services to further reduce business miles and some key partners have agreed to use this approach. Other partners such as the Fire and Rescue Service are designing their services and managing their buildings better. This includes through sharing property with other partners, thus reducing costs and environmental impact. Partners have also planted over 417,000 trees across the county, in a single year. These measures are supporting a sustainable environment in Essex.

Partners are working to reduce the impact of new development on the environment. This includes sustainable building methods both for housing and for its own use. The Essex Sustainable Schools Programme is ensuring that new schools are constructed in environmentally friendly ways. Sandon Park and Ride and Flitch Green Primary School provide examples of flagship sustainable construction in Essex. They include recycling used water and using rainwater to reduce environmental impact. A commitment to reduce the construction impact of roads is resulting in clear benefits. A combination of environmentally sensitive engineering, landscaping and sustainable drainage solutions is applied. The A120 Stansted to Braintree road demonstrates this approach and is the first road in the UK to use a drainage system that stops surface water from the roads polluting streams and rivers.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

Alternative formats - If you require a copy of PDF documents in this site in large print, in Braille, on tape, or in a language other than English, please call: 0844 798 7070

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ
Telephone: 0844 798 1212
Fax: 0844 798 2945
Textphone (minicom): 0844 798 2946
www.audit-commission.gov.uk



for an independent overview
of local public services



Strategic Overview and Scrutiny Panel

Item

13

5 January 2010

Report of	Scrutiny Officer	Author	Robert Judd Tel. 282274
Title	Review of the work of the Portfolio Holder for Performance and Partnerships		
Wards affected	Not applicable		

This report sets out the Scheme of Delegation and Portfolio Holder responsibilities for the Portfolio Holder for Performance and Partnerships.

1. Action Required

- 1.1 The Panel is asked to review the work of the Portfolio Holder for Performance and Partnerships.

2. Responsibilities

- 2.1 Details of the Council's Scheme of Delegation and Portfolio Responsibilities within the Constitution and in respect of the Performance and Partnerships 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 all the Portfolio Holders is 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 Performance and Partnerships

PERFORMANCE

1. Monitoring of the Council's performance in relation to national performance indicators and local area agreements.
2. Monitoring of the Council's performance dashboard.
3. Monitoring of partner organisations performance in relation to the delivery of the comprehensive area assessment.

PARTNERSHIPS

1. To exercise the functions delegated to the East Essex Waste Management Joint Committee on behalf of the Cabinet.
2. To oversee the Council's work with partners aimed at improving the life opportunities of residents.

COMMUNITY SERVICES

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

1. The promotion of public health matters so as to increase public awareness.
2. Services for the elderly.
3. Community projects supporting the Council's work on life opportunities.
4. Welfare rights.
5. Matters relating to young people.
6. Grants to the voluntary and community sector and village and community halls.

Portfolio Responsibilities

1. To promote partnership working with Essex County Council, the responsible waste disposal authority.
2. To determine investment in "third sector" organisations which deliver services to help the Council to meet its corporate objectives.

Scheme of Delegation to Cabinet Members

<p style="text-align: center;">Delegation to the Portfolio Holder for Performance and Partnerships (continued)</p>

3. To ensure that the Council is working with partners to meet the key health targets identified in the Local Area Agreement.
 4. To support initiatives which tackle deprivation throughout the Borough, but with specific reference to the Council's work on Life Opportunities.
 5. To engender partnership working between the Council and Town and Parish Councils within the Borough of Colchester.
 6. To explore the significance of rural issues in the Borough and determine what programmes and actions may be needed to address these.
 7. To authorise any grants to Town or Parish Councils.
-

