

Cabinet

**Grand Jury Room, Town Hall
18 March 2009 at 6:00pm**

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

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COLCHESTER BOROUGH COUNCIL CABINET

18 March 2009 at 6:00pm

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

AGENDA - Part A

(open to the public including the media)

Pages

1. Welcome and Announcements

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

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

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

2. Urgent Items

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

3. Declarations of Interest

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

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

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

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

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

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

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

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

4. Have Your Say!

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

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

5. Minutes

To confirm as a correct record the minutes of the meeting held on 28 January 2009.

6. Call-in Procedure

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

7. Strategy

i. Review of Colchester's Sustainable Community Strategy

1 - 4

See report by the Executive Director, Mike Crouch.

ii.	Empowerment Agenda	5 - 14
	See report by the Interim Head of Corporate Management.	
8.	Regeneration and Planning	
i.	Sustainable Communities Act 2007	15 - 18
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ii.	Nottingham Declaration Strategy and Action Plan	19 - 65
	See report by the Head of Street Services and minute 27 of the Policy Review and Development Panel meeting of 2 march 2009.	
9.	Resources and Business	
i.	Capital Programme	66 - 84
	See report from the Head of Resource Management.	
10.	Street and Waste Services	
i.	Waste Prevention and Recycling Options Appraisal	85 - 184
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11.	Neighbourhoods	
i.	Review of the Responsive Repairs and Decent Homes Contract	185 - 194
	See recommendations to the Cabinet contained in minute 54 of the Finance and Audit Scrutiny Panel's meeting of 29 January 2009.	
12.	General	
i.	Local Code of Corporate Governance	195 - 220
	See report from the Monitoring Officer.	

ii. Revised Contract Procedure Rules **221 - 244**

See report from the Monitoring Officer.

iii. Progress of Responses to the Public **245 - 248**

To note the contents of the progress sheet.

13. Exclusion of the Public

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



Cabinet

18 March 2009

Item
7(i)

Report of	Executive Director	Author	Mike Crouch ☎ 01206 282212
Title	Review of Colchester's Sustainable Community Strategy		
Wards affected	N/A		

This report concerns revisions to Colchester's Sustainable Community Strategy (SCS)

1. Decision Required

- 1.1 The Cabinet is asked to endorse a revised Vision and set of priorities for the Sustainable Community Strategy (SCS) due to be launched at the Colchester 2020 (Local Strategic Partnership) Annual Assembly on 26 March 2009.

2. Reasons for Decision

- 2.1 Under the Local Government Act 2000, the Council has a statutory duty to ensure that a Sustainable Community Strategy is produced for Colchester Borough via the mechanism of a Local Strategic Partnership (Colchester 2020), the establishment of which is also a requirement under the Act.

3. Alternative Options

- 3.1 The current SCS was published in October 2007 and it would have been an option to leave this Strategy, its vision and priorities, in place. However, both national and local circumstances have changed considerably over the last 18 months and Colchester 2020 felt it was right to conduct a review of the October 2007 Strategy and in particular its vision and priorities, to check that it was still fit for purpose. That review has shown the need to promote some changes to Colchester's SCS.

4. Supporting Information

- 4.1 Colchester's first SCS was published in December 2003. A review of that Strategy was conducted in the first half of 2007 and a revised (and current) Strategy was published in October 2007.
- 4.2 Since that time, both national and local circumstances have changed. The Country is now in the grips of a global recession. This has inevitably called into question the speed at which some of the current priorities can be delivered. In turn, new issues and priorities have also been thrown up, and Colchester 2020 want to ensure that their new priorities acknowledge and try to address some of the real problems the recession is now throwing up for local residents and businesses alike.

- 4.3 Furthermore a new Administration took over the running of the Council last May and has now promoted a new vision and set of priorities for the Council's Strategic Plan. This 2009-2012 Plan was approved and adopted by the Council at its meeting on 18 February. Whilst there is no requirement for the SCS and the Council Strategic Plan to be fully aligned, there is clearly a benefit for Colchester and its residents if the two broadly face in the same direction.
- 4.4 All these reasons led to Colchester 2020 commissioning a review of its current vision and priorities as set out in the current SCS. In order to speed this review along, provide some dedicated resources and introduce some third party independence, Colchester 2020 engaged consultants to help with this review. This has involved consultation with some key local stakeholders and 'hard to reach' groups (see para 7.1 below) which is consistent with the Statutory Guidance published by the Government last year on the purpose of Sustainable Community Strategies and the role of LSP's. This review has also researched best national practice around this whole area.

5. Proposals

- 5.1 The revised vision and priorities were due to be considered by Colchester 2020 for one last time shortly after this report was sent out. If there are any last minute changes (which are unlikely to be substantial) these will be reported to the meeting.
- 5.2 The revised SCS Vision currently reads:

*Colchester - **excelling** as a regional centre*

*Colchester - **working** for sustainable economic growth and reducing carbon emissions*

*Colchester - **providing** opportunities for everyone to lead healthy lives and to achieve their full potential*

*Colchester - **a great place to live, work, study and visit***

- 5.3 Five **revised priorities** are also proposed. Two of these (business and transport) are very similar to the current priorities, two capture at least part of an existing priority (destination/place to visit and healthy lifestyles) and the final one is completely new (safer communities). Carbon reduction remains a focus for Colchester 2020 but is now embedded in the Vision. The five priorities currently read:

➤ Priority One

Promoting business, increasing employment opportunities and improving educational and skills attainment

➤ Priority Two

Reducing congestion, changing travel behaviour and improving the transport infrastructure

➤ Priority Three

Making Colchester an outstanding visitor destination and celebrating its heritage, culture and leisure activities

➤ Priority Four

Promoting healthy lifestyles, providing affordable housing and reducing homelessness

➤ Priority Five

Creating safer neighbourhoods and stronger, inclusive communities

These priorities are not listed in any order of priority and are all equally important.

- 5.4 In parallel with this work, Colchester 2020 has also been reviewing its governance and membership arrangements. The intention is to place these on a firmer footing so that the LSP's accountability, membership and operating methods are more transparent in future. A revised **Action Plan** is under preparation and will be finalised by Colchester 2020 over the next few months. This will set out in more detail how each priority will be taken forward over the next three years. As soon as these two pieces of work have been completed they will be brought together, along with the revised vision and priorities, and published as the new Sustainable Community Strategy.

6. Strategic Plan References

- 6.1 The revisions to the SCS resonates well with the Council's new Strategic Plan and its Vision: "Colchester, a place where people want to live work and visit". Five of nine priorities set out in the Strategic Plan are directly picked up on in the new SCS including community safety, congestion busting, enabling job creation, healthy living and homes for all. The remaining four Strategic Plan priorities are also covered, albeit in part, by the new SCS priorities.

7. Consultation

- 7.1 As mentioned early in paragraph 4.4, Colchester 2020 engaged consultants (who were already familiar with Colchester and many of its issues) at the start of this review in November. Since that time, the consultants have, on behalf of Colchester 2020, involved a number of the Borough's key stakeholders in the development of this revised Strategy. Discussions have also been held with several 'hard to reach' groups. In addition the consultants have drawn heavily on all recent, major, consultations carried out by the Council and its partners, including the consultation compendium pulled together for the Council in the autumn by Ipsos MORI.

8. Publicity Considerations

- 8.1 The launch of the new SCS vision and priorities at the Annual Assembly on 26 March and their subsequent distribution and publicity in the form of a new SCS will be handled by Colchester 2020. Significant media coverage is expected.

9. Financial Implications

- 9.1 The total cost of this review has been borne by Colchester 2020. The only abnormal costs have been those to do with the appointment of the consultants. These costs have been met in full by one of Colchester 2020's partnership members. No additional costs at all have fallen to the Council or its taxpayers although the Council does, of course, continue to provide modest core funding to Colchester 2020 each year.
- 9.2 In terms of the implementation of the Strategy and its priorities, and bearing in mind the strong overlap these have with the Council's new strategic priorities, it is very likely that some Council expenditure and budgets will be partly directed towards the new SCS priorities over the next few years. This expenditure (capital and revenue) will be considered as part of the Council's normal budget setting processes.

10. All Remaining 'Standard References'

10.1 There are no direct implications for the Council.

Background Paper

Colchester 2020 - Vision and Priorities (2009)

18 March 2009

Report of	Interim Head of Corporate Management	Author	Amanda Chidgey
Title	Empowerment Agenda // Councillor Call for Action, Petitions and Neighbourhood Working		
Wards affected	All wards		

This report gives details of the Government's Empowerment agenda and proposes appropriate changes to be made to the Constitution to reflect new duties shortly to come into force.

1. Decision(s) Required

- 1.1 That the broad principles contained within the Government's Empowerment agenda be noted;
- 1.2 That further investigations and discussions take place, possibly including the mechanism of a joint member / officer working group, in order to determine the appropriate direction for the Council to take in relation to the powers to delegate council functions to individual members and other related neighbourhood working issues;
- 1.3 That the Council be recommended to approve the following:
 - (i) The detailed guidelines and procedural arrangements to provide a framework within which the Councillor Calls for Action can be dealt with, as set out in Appendix B to this report;
 - (ii) In accordance with the Local Government and Public Involvement in Health Act 2007, the Terms of Reference of the Strategic Overview and Scrutiny Panel be amended to provide for the designation of this Panel as the appropriate route for any member to refer a 'local government matter' in the context of the Councillor Call for Action regime and, further, to identify those 'local government matters' specifically excluded from this regime, namely matters:
 - (a) relating to a planning decision;
 - (b) relating to a licensing decision;
 - (c) where a right of recourse to a review or right of appeal is already provided for in law;
 - (d) which are vexatious, discriminatory or not reasonable to be included in an agenda.
 - (iii) In accordance with the Police and Justice Act 2006 the Terms of Reference of the Strategic Overview and Scrutiny Panel be amended to provide for the following:

The Strategic Overview and Scrutiny Panel be designated as the 'crime and disorder committee' with power:

- (a) to review and scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
- (b) to make reports and recommendations to the Council or the Cabinet with respect to the discharge of those functions;

(iv) Procedure Rules in relation to Petitions, as set out in Appendix C to this report;

(v) The Monitoring Officer be authorised to make all necessary amendments to the Council's Constitution to reflect the measures contained in (i) to (iv) above

2. Reasons for Decision(s)

2.1 The decisions set out above are either requirements of the Local Government and Public Involvement in Health Act 2007 and the Police and Justice Act 2006 or are measures to address new duties likely to be required when the Local Democracy, Economic Development and Construction Bill is enacted.

3. Alternative Options

3.1 The Council is required to designate one of its Panels as the Crime and Disorder Committee however it does have discretion as to which Panel it chooses to so designate. In the same way the Council does have scope to determine its own guidelines and procedures for Councillor Calls for Action and petitioning.

3.2 The measures proposed in this report have been formulated following detailed research and in accordance with the good practice guidelines recently made available. However it is for the Cabinet to determine whether these are appropriate and sufficient.

4. Supporting Information

4.1 Communities in Control: Real People, Real Power, the so-called 'Empowerment' White Paper, was published in July 2008 by the Department for Communities and Local Government, aiming to transfer power into the hands of local communities and to enable people to take a more active role in shaping their neighbourhoods. It also sought to encourage democratic involvement and proposed a duty to promote local democracy and extended the duty for local authorities to involve communities in the decisions that affect their local area.

4.2 The White Paper addressed seven issues from the perspective of individual citizens: Being Active in your Community; Access to Information; Having an Influence; Challenge; Redress; Standing for Office and Ownership and Control. Whilst the key messages in the White Paper included:

- Councillors would be given more powers to make changes in their wards with discretionary localised budgets that they could target on ward priorities and the power for all councillors to refer local government and crime and disorder matters to overview and scrutiny committees for consideration, known as the Councillor Call for Action.
- A new 'duty to promote democracy' to help councils increase involvement through clearer information, better trained staff and more visible councillors in the community;
- Strengthened powers for petitions – the need to respond to petitions and any petition signed by 5% of residents would be required to be debated in a full council meeting;

- Raising the visibility of the overview and scrutiny function by making local senior public officers face public scrutiny as a result of residents' petitions, with the intention that such public officers would become more visible locally;
- More directly elected Mayors with consultation on making it easier for local people to demand a referendum to decide on a local mayor;
- Local authorities to be charged with a new duty to promote voting and to run information campaigns. To explain the processes, this might involve local councils forging partnerships with schools to use citizenship education to advocate voting;
- Making it easier and more attractive to stand for office by opening up the opportunity for a wider range of people to stand for election;

4.3 It is understood that the current economic climate has prompted the Government to change emphasis on some of the empowerment initiatives. Nevertheless, the Local Democracy, Economic Development and Construction Bill was published on 5 December 2008 and is currently in the Committee stage. This Bill includes the provisions relating to the duty to promote local democracy, the requirements for online petitioning arrangements and to respond to and debate petitions and the enhancement of the scrutiny role by means the right to petition to hold senior officers to account.

4.4 The Government has, however, brought in the new powers for ward councillors to tackle local problems on behalf of their constituents, the Councillor Call for Action, within the Police and Justice Act 2006 (for crime and disorder issues) and the Local Government and Public Involvement in Health Act 2007 (for all matters other than those connected to crime and disorder). These provisions are required to be implemented by 1 April 2009 and the detailed best practice guidance associated with putting the provisions into practice has also now been issued. A summary of the new powers relating to Councillor Call for Action and the devolving of council functions is set out in Appendix A.

5. Proposals

5.1 This Council's Constitution already provides for any Councillor to request that any matter be considered at the next available meetings of the Strategic Overview and Scrutiny Panel and the Finance and Audit Scrutiny Panel and, in this sense, the existing arrangements have been made sufficiently robust such that a Councillor Call for Action mechanism already exists. Nevertheless it will assist the process further for some guidelines and procedural arrangements to be put in place to provide a framework within which the CCfAs can be dealt with. Appendix B illustrates the basis of such arrangements in the form of a flowchart.

5.2 It would, however, be prudent to amend the Terms of Reference of the Strategic Overview and Scrutiny Panel to specifically designate this Panel as the appropriate route for any member to refer a 'local government matter' in the context of the Councillor Call for Action regime and, further, to identify those 'local government matters' specifically excluded from this regime, namely matters:

- (i) relating to a planning decision;
- (ii) relating to a licensing decision;
- (ii) where a right of recourse to a review or right of appeal is already provided for in law;
- (iv) which are vexatious, discriminatory or not reasonable to be included in an agenda.

5.3 The Constitution does not however currently provide for a designated 'Crime and Disorder Committee' as required by the Police and Justice Act 2006 and it is therefore

proposed that the Terms of Reference of the Strategic Overview and Scrutiny Panel be amended to provide for the following:

The Strategic Overview and Scrutiny Panel be designated as the 'crime and disorder committee' with power:

- (i) to review and scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
- (ii) to make reports and recommendations to the Council or the Cabinet with respect to the discharge of those functions.

5.4 Although not an immediate requirement, it is likely that with the passage of the Local Democracy, Economic Development and Construction Bill will become a duty to respond to and debate valid petitions and for a facility to be provided for online petitioning. Whilst awaiting the details of these new duties to emerge, it would therefore be prudent to approve procedure rules in relation to petitions, proposed details of which are attached at Appendix C.

5.5 In considering the content of the proposed procedure rules, consideration may like to be given, in particular, to the following matters:

- The level of support in terms of the minimum number of signatories;
- Whether the signatories should be resident, working or studying in the Borough;
- Whether there should be an age restriction on signatories.

5.5 Investigations are underway in relation to an online petition facility and it is anticipated that these will progress satisfactorily to meet future statutory requirements.

5.6 The powers to delegate council functions to individual members and other related neighbourhood working issues are discretionary and cover a broad spectrum of possibilities and opportunities. It is proposed that further investigations and discussions take place, possibly including the mechanism of a joint member / officer working group, in order to determine the appropriate direction for the Council to take in these matters.

6. Strategic Plan References

6.1 The Local Government and Public Involvement in Health Act 2007 forms part of the Government's wider Community Empowerment agenda and as such it would potentially significantly contribute towards all of the Council's Strategic Plan Priorities but particularly those relating to Community Development.

7. Consultation and Publicity Considerations

7.1 The new provisions will involve changes to the way scrutiny operates in the Council and it will be necessary to communicate these changes to the public mainly by means of the web site. In addition, it will be of assistance to ensure that Councillors and officers are made fully aware of the changes and new arrangements and this will be done through workshop sessions and presentations, as considered appropriate.

8. Financial implications

8.1 It is difficult to assess the likely financial impact of the changes identified in the report, however from experience elsewhere, it is unlikely that the Councillor Call for Action mechanism will generate significant numbers of issues that require action.

8.2 Similar conclusions could be drawn in respect of the introduction of a policy on petitions, however the implications in respect of the requirement for online petitioning is less clear. This is because the manual management, monitoring and administration requirements may prove to be an essential element to the provision of an online petitioning solution.

8.3 Neighbourhood Working also has potentially significant financial implications, in terms of support to Councillors and administration of devolved budgets.

9. Equality, Diversity and Human Rights implications

9.1 The ability of Councillors to take on issues of importance from within communities is likely to have a positive impact on the promotion of equality and may, to some extent, overcome discrimination in relation to gender, gender reassignment, disability, sexual orientation, religion or belief, age and race/ethnicity.

10. Community Safety Implications

10.1 The Councillor Call for Action mechanism specifically identifies a crime and disorder committee to consider these issues. It is therefore very likely to generate issues relating to community safety and have a correspondingly positive impact upon crime and disorder.

11. Health and Safety and Risk Management Implications

11.1 There are no particular references to health and safety or risk management implications.

LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT 2007

1. What are the new powers?

- 1.1 Under Section 119 of the Local Government and Public Involvement in Health Act Councillors will have the ability to call for debate and discussion at the scrutiny panel on a topic of neighbourhood concern. These powers are known as the Councillor Call for Action (CCfA). The powers are limited to issues affecting single council wards. More general policy issues can continue to be dealt with by scrutiny committees under their existing powers. This council already makes provision for individual councillors to put items on scrutiny panel agendas. However CCfA is intended to be an opportunity for the whole council and a way for members to try to bring about specific solutions for local problems. It is designed to sit alongside existing mechanisms already at councillors' disposal to resolve local issues.
- 1.2 The power to delegate, under section 236 of the Act, gives councils the right to devolve council functions to individual members, enhancing the role of ward members and giving them the ability to get things done without going through the council's executive decision-making process. Functions which could be delegated include those relating to environmental services, community grants and youth activities. However, it will be necessary to put in place support to allow members to exercise these roles effectively, possibly as part of neighbourhood working arrangements. Some authorities already delegate budgets, and functions, to individual wards or individual members under neighbourhood working arrangements. These new provisions, which are optional, will allow those powers to be placed on a more formal footing, and will also allow them to become more streamlined.

2. Who will use the powers?

- 2.1 Any member can bring a CCfA on any issue they choose. However, there are certain exceptions (for example, if a CCfA is vexatious, or where it deals with an individual complaint). It will also be necessary to put in place guidelines and detailed procedures to make sure issues can be dealt with under CCfA quickly and effectively.
- 2.2 The powers to delegate council functions to individual members would need to be exercised by full Council in terms of deciding what functions to delegate and how, or whether, those functions will be exercised. It will then be for individual members to carry out those functions according to the council's particular policies.

3. Why use the powers?

- 3.1 CCfA is designed as a 'long stop', to be used when all other attempts at resolution have failed. It is not designed to provide an immediate solution, but high-profile public discussion of an issue. It offers a chance to bring a pressing issue to a wider audience and to discuss such issues in an independent, neutral forum.
- 3.2 Examples of why members might use CCfA include calls for action regarding:
 - Sustained poor performance at a local school;
 - Poor maintenance of a park, leading to increased anti-social behaviour;
 - A series of complaints about refuse collection services, which demonstrate a continuing trend of poor performance.
- 3.3 Examples of why members might want to exercise delegated functions include:

- To carry out improvements to the local streetscene;
- To provide funding to local community projects;
- To help organisations such as the police, council and NHS to work better together at a neighbourhood level.

4. How will CCfA work in practice?

4.1 It is up to each local authority to specify how CCfA will work in their authority. Generally speaking it will become relevant when a councillor has exhausted all other steps to resolve an issue in his or her ward. The following provides a general illustration of how things might operate in practice. Precise procedures are down to individual councils to formulate and agree.

- The councillor would make representations to the Strategic Overview and Scrutiny Panel to request that a CCfA on an issue be considered at the meeting;
- The Panel would determine if a CCfA was appropriate, based on the council's policy and the rules on exclusions;
- If agreed, the issue would be placed on the agenda for a subsequent meeting;
- The Panel would be able to use its powers under the 2007 Act, and other legislation, to invite representatives from partner organisations to attend, where relevant, and to request information;
- The discussion would take place at the meeting, based on how to achieve the outcomes that the member bringing the CCfA had specified;
- The ensuing discussion would explore potential solutions, and the item would end with the Panel recommending that certain action be taken;
- It should be borne in mind that discussions at one meeting may not necessarily resolve the issue immediately;
- The CCfA process will act as a spur for members and officers to work together to jointly develop policies to overcome the problem.

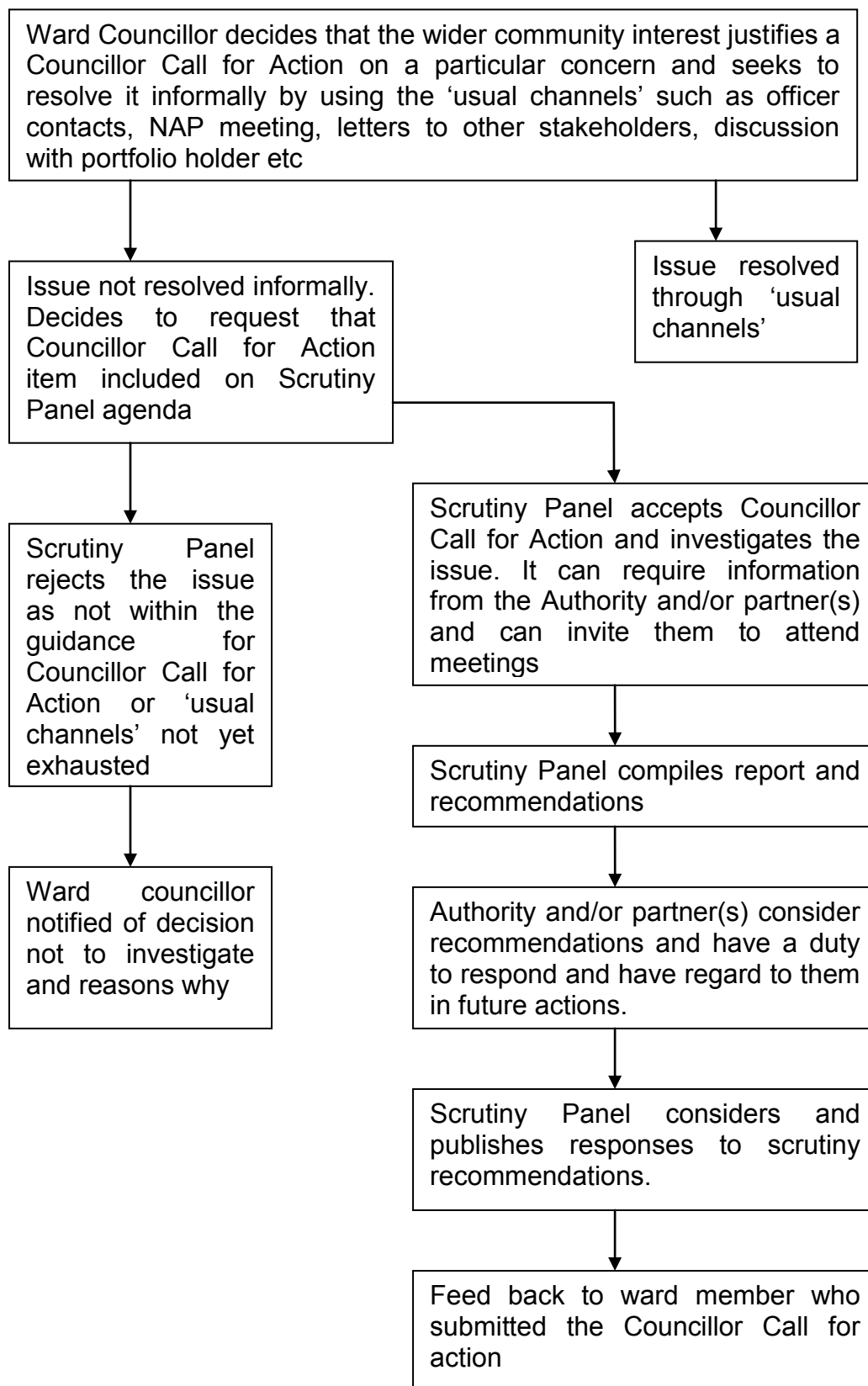
5. What has to done?

5.1 Detailed procedures will need to be formulated taking into account some of the following issues:

- Petitions (subject to the Local Democracy, Economic Development and Construction Bill);
- Complaints;
- The scrutiny work programme;
- Freedom of Information;
- Planning and Licensing considerations
- How partners and the executive will be involved;
- How CCfAs will operate in detail and whether there is the need for a formal process for CCfA discussions;
- Who should define whether or not a CCfA issue has been resolved or whether further action needs to be taken.

COUNCILLOR CALL FOR ACTION

HOW WILL IT WORK?



COLCHESTER BOROUGH COUNCIL

PETITION PROCEDURE RULES


1. These instructions apply whenever a petition is received which contains six or more signatures of people who live, work or study in the Borough.
2. A petition should include:
 - (i) A reason for petitioning the Council (what the Council is being asked to do);
 - (ii) The signatures of each petitioner followed by the date of signature, their name printed and their address;
 - (iii) An indication of the person designated as the lead petitioner or petition organiser.
3. A valid petition must:
 - (i) Relate to a function of the council;
 - (ii) Relate to an improvement in the economic, social or environmental well-being of the council's area to which any of the council's partner authorities could contribute;
 - (iii) Not relate to a planning or licensing decision;
 - (iv) Not relate to a matter where a right of recourse or right of appeal is already provided for in law.
4. A petition will not be accepted as valid, and the lead petitioner will be informed as such, in the following circumstances:
 - (i) In the opinion of the Monitoring Officer, the petition is vexatious, abusive or otherwise inappropriate to be dealt with;
 - (ii) A petition to the same or substantially similar effect has been made to the council within the previous six months of the petition being received.
5. Whenever a petition is received it must be sent to the Democratic Services Manager who will:
 - (i) arrange for details of the petition to be communicated to all Councillors;
 - (ii) send a copy to Ward Councillors where the petition relates to or affects particularly part(s) of the borough;
 - (iii) send a copy to the relevant Portfolio Holder(s);
 - (iv) send a copy of the petition to the relevant Head(s) of Service;
 - (v) within five working days, formally acknowledge receipt by the Council.

In addition:

 - (vi) within a further ten working days the lead petitioner will be informed by the relevant Head of Service of the course of action being proposed;
 - (vii) within six weeks of a petition being received the lead petitioner will be informed by the relevant Head of Service of the decision of the Council.
6. All petitions will be reported to the Cabinet with a note of the action taken or recommended.

7. The appropriate Portfolio Holder(s) after consulting with the appropriate Head(s) of Service and ward councillors will determine the most appropriate course of action which could be:
 - (i) to decide the council's response using delegated powers and then report on this to the Cabinet;
 - (ii) to report the petition to the Cabinet setting out the action taken/options/recommendations.
8. Action taken in response to a petition and brief reasons why will be communicated by the Head of Service to the lead petitioner/petition organiser and to all councillors.
9. Where a petition is reported to the Cabinet in open session – other than for noting - the lead petitioner (or substitute) will, at the Chairman's discretion, be permitted to speak for up to 3 minutes before the report is debated. In the interests of fairness, the Chairman may also invite one other speaker from the public to speak for up to 3 minutes against the petition. The Cabinet will not normally delay considering a matter if the petitioner does not attend the meeting to speak.
10. If the subject matter of a petition is included in the papers already published for a meeting of the Cabinet by the time the petition is received then the petition will be circulated at the meeting at which the report is considered (along with any written comments on the petition that officers may wish to make).

18 March 2009

Report of	Interim Head of Corporate Management	Author	Amanda Chidgey
Title	Sustainable Communities Act 2007		 282227
Wards affected	All wards		

This report provides background information to the Sustainable Communities Act 2007 and recommends the provisions of the Act be adopted by this Council.

1. Decision(s) Required

- 1.1 That the potential benefits, timescales, scope and requirements of the Sustainable Communities Act 2007 be noted.
- 1.2 That Council be recommended to approve that the provisions of the Sustainable Communities Act 2007 be adopted by this Council;
- 1.3 That further investigations be undertaken at both officer and member level and arrangements be put in place to establish and or recognise a panel of local representatives, taking into account the steps identified in the Sustainable Communities Regulations 2008 in terms of:
 - Taking reasonable steps to provide for local people and under-represented people to be adequately involved, where 'under-represented people' means those not currently involved in civic and political activity in the area and
 - Consulting and attempting to reach agreement with the Panel about any proposals.
- 1.4 That, upon the establishment / recognition of a panel, referred to in 1.3 above, work be progressed with a view to the submission of a proposal or number of proposals to the Secretary of State for Communities and Local Government either in the current round of invitations or future rounds, as appropriate.
- 1.5 The Monitoring Officer be authorised to make amendments to the Council's Constitution, as necessary, to reflect the measures contained in 1.1 to 1.4 above

2. Reasons for Decision(s)

- 2.1 The Sustainable Communities Act aims to promote the sustainability of local communities. It begins from the principle that local people know best what needs to be done to promote the sustainability of their area, but that sometimes they need central government to act to enable them to do so. It provides a channel for local people to ask central government to take such action. It is also a new way for local authorities to ask central government to take action which they believe would better enable them to improve the economic, social or environmental well-being of their area.

3. Alternative Options

- 3.1 An invitation was issued to all Local Authorities in October last year asking each Local Authority if they wished to participate. Those wishing to 'opt in' have until 31 July 2009 to do so in the current round. Further invitations will be issued although the timetable for these is not yet available. The Council has discretion therefore to choose when to 'opt in' and whether to 'opt in'.

4. Supporting Information

- 4.1 The Sustainable Communities Act received Royal Assent on 23 October 2007, the aim being to promote the sustainability of local communities. The Bill had been introduced as a Private Members Bill, supported by all of the main English political parties. The Bill was the result of a five year campaign led by a coalition of organisations under the banner 'Local Works'.
- 4.2 The scope of the Act is very broad, covering economic, social and environmental issues. It does not limit the type of action that could be put forward, provided the action is within that broad scope. It is for local people to decide what they think needs to be done to promote the sustainability of their area. This could include a proposal to transfer the functions of one public body to another, for example by giving new powers to local authorities or transferring certain powers to parishes.
- 4.3 Should a council decide to accept the invitation to 'opt in', it must then invite submissions from the public (the Act is part of the wider Community Empowerment agenda) and then consult with one or more recognised panels of local residents (including persons from 'under-represented' groups) who are representative of the wider community (a definition of 'representative' is included in the guidance). Crucially, it will be for this citizen's / community panel to consider all the proposals submitted, rank them in order of priority and then decide which they wish to put forward for consideration.
- 4.4 Although local authorities have discretion as to how the citizen's / community panel is run, the Sustainable Communities Regulations 2008 sets out the procedures with which local authorities need to comply before any proposals can be submitted. These are in terms of:
- Establishing or recognising a panel of local representatives;
 - Taking reasonable steps to provide for local people and under-represented people to be adequately involved, where 'under-represented people' means those not currently involved in civic and political activity in the area;
 - Consulting and attempting to reach agreement with the Panel about any proposals.
- 4.5 A Schedule to the Act identifies a range of matters to which local authorities must have regard in developing proposals. This includes:
- The provision of local services;
 - Access to healthy food;
 - Increasing the local food economy and organic production;
 - Promoting walking and cycling;
 - Energy use;
 - Anything that promotes community health and well-being.

- 4.6 It is anticipated that, in practice, a range of existing local bodies could be used as a source of ideas and potential proposals. For example the Local Strategic Partnership, Council Scrutiny Panels, local parish and town councils and others may have ideas and suggestions that could be tested through the citizens / community panel.
- 4.7 Once a prioritised list has been agreed by the panel, the favoured options are then submitted to the Local Government Association (LGA), who has been appointed by the Secretary of State as the 'Selector'. It is the role of the LGA to collate all the suggestions from local government and to then select those of most interest for submission to the Secretary of State. The Secretary of State will retain the final decision on which suggestions will progress to implementation.
- 4.8 One further provision of the Act relates communities being better informed about the public funding that is spent in their area. Consequently, with effect from April 2009, new 'Local Spending Reports' will be published by the Government to provide quick and easy access to information about where public money is spent. This is intended to enable local authorities, their partners and communities to take better informed decisions about the priorities they choose to pursue to promote the sustainability of their local community.

5. Proposals

- 5.1 It is proposed that the Council adopts the provisions of the Act with a view to the submission of a proposal or number of proposals to the Secretary of State for Local Government and Communities. It will, however, be necessary to undertake further investigations at both officer and member level to determine the scope of the provisions likely to be appropriate and the realistic timescales involved in putting in place the necessary decision making processes. These issues will, in turn, impact upon the practicalities of submitting proposals in the current round of invitations or future rounds.

6. Strategic Plan References

- 6.1 The Sustainable Communities Act forms part of the Government's wider Community Empowerment agenda and as such it would potentially significantly contribute towards all of the Council's Strategic Plan Priorities but particularly those relating to Community Development; Healthy Living and Reduce, Re-use, Recycle.

7. Consultation and Publicity Considerations

- 7.1 The provisions of the Sustainable Communities Act centre around the formation of a Panel made up of representative members of the local community and local authorities must demonstrate that they have taken actions to address this requirement. It will therefore be necessary to publicise the setting up of the panel and the reasons behind it and to invite expressions of interest from those wishing to participate. It is likely that this will be done by means of the Council's web site but also via the distribution of publicity material within communities and to recognised community/ interest / representative groups.

8. Financial implications

- 8.1 The Sustainable Communities Act provides for opportunities to attract more financial resources to deliver the corporate priorities, however, the extent of those additional resources is, as yet, unknown.

8.2 Adopting the provisions of the Act will involve advertising for suggestions from the community and convening and facilitating a panel of local representatives, all of which is likely to require additional resources or other priorities to be changed.

9. Equality, Diversity and Human Rights implications

9.1 The Sustainable Communities Act provides for the convening of a panel of local people representative of the local community. It will therefore significantly contribute towards the promotion of equality and involve measures to overcome discrimination in relation to gender, gender reassignment, disability, sexual orientation, religion or belief, age and race/ethnicity.

10. Community Safety Implications

10.1 The provisions of the Sustainable Communities Act will provide mechanisms to enable members of the local community to identify issues of importance such as those relating to community safety.

11. Health and Safety and Risk Management Implications

11.1 There are no particular references to health and safety or risk management implications.



Cabinet

18th March 2009

Item
8(ii)

Report of	Head of Street Services	Author	Samantha Preston
Title	Nottingham Declaration Strategy and Action Plan		
Wards affected	All ward's affected		

This report concerns the Council's Nottingham Declaration on Climate Change – Strategy and Action Plan

1. Decision(s) Required

- 1.1 That Cabinet adopts the final draft of the Nottingham Declaration Strategy and Action Plan that sets out the actions the Council will undertake to mitigate and adapt to climate change.

2. Reasons for Decision(s)

- 2.1 The Nottingham Declaration Strategy and Action Plan sets out recommendations on climate change mitigation and adaptation. This is necessary to meet requirements under climate change related National Performance Indicators, to fulfil our role as a LSP partner and to meet requirements of the Nottingham Declaration Commitment which was signed by Colchester Borough Council in February 2007.

3. Alternative Options

- 3.1 To not adopt the Strategy and Action Plan as not suitable in mitigating and adapting to climate change.

4. Supporting Information

- 4.1 The Nottingham Declaration Commitment was signed by Colchester Borough Council in February 2007. As the Council is a signatory to the Nottingham Declaration it must produce an Action Plan to demonstrate its commitment.

- 4.2 Other climate change related targets include;

- NPI 185, CO₂ reduction from local authority operations (requires year on year percentage decrease)
- NPI 186, Per capita reduction in CO₂ emissions in LA area
- NPI 188, Preparing to adapt to climate change
- NPI 194, reduction in PM10 and NO_x gases to improve local air quality
- Colchester's Carbon Challenge, 30% reduction in CO₂ emissions in the borough by 2020
- Local Authority Carbon Management programme (LACM) – 25% reduction in CO₂ emissions from our own operations by 2012.

- 4.3 The first draft of the Nottingham Declaration Strategy was presented to Policy Panel on 5th November 2007 and consequently underwent public consultation in September 2008.

The Strategy and Action Plan returned to the Policy Review and Development Panel on 2nd March 2009 and was well received and supported.

5. Proposals

- 5.1 The Strategy and Action Plan was drafted in September 2008 and has undergone public consultation. The results of the consultation were extremely positive and the strategy has been adapted to accommodate many of the comments that were received.

The overall aim of the Strategy was to incorporate all climate change related targets under an 'umbrella' document, allowing progress in this area to be monitored in a joined up way. Under this strategy the Council has four priorities relating to climate change, each of which includes aspects of mitigation and adaptation. The strategy is accompanied by a full action plan.

- 5.2 The Strategy has been developed to be accessible to all, providing information on why the strategy is necessary and the possible impacts of climate change. The introduction also sets out the Council's vision for climate change mitigation and adaptation and its four main priorities in this area. For each priority there is a description of the type of work that will be undertaken accompanied by a summary stating; Where we are now? Where we want to be? How we will get there?

Reducing our own emissions

- 5.3 The first priority aims to support the Council in reducing CO₂ emissions from its own buildings and operations. To reduce the CO₂ emissions from Council operations we have joined the 5th phase of the Carbon Trust's LACM programme. A LACM Strategy and Implementation Plan has now been adopted and the first phase of projects is now underway. The first phase will provide savings of approximately 1,127 tonnes of CO₂ per annum through buildings projects and awareness campaigns.

Some of the projects completed and commissioned so far include;

- Staff awareness campaign
- Snooze button, shutdown software for Council PC's
- Installation of PowerPerfector at the top 10 electricity usage sites
- Ecoflow fuel optimisation device
- Refurbishment of the fitness pool at leisure world
- Refurbishment of Lion Walk toilets
- Use of fuel additive in waste and recycling fleet
- Valve and flange insulation at 12 sheltered housing sites

- 5.4 This priority also includes a Sustainability Action Group, developed to take forward sustainability projects across the council and also the improved use of renewable energies. Many projects involving the use of renewable energy will be included in the LACM, however it is important to emphasise the importance of low carbon technologies as a solution to problems such as security of energy supply and increased fuel costs whilst lowering CO₂ emissions.

Being a Community Leader

- 5.5 This priority sets out how the Council will help to raise awareness of climate change across the borough and the various projects that will support a reduction in CO₂ emissions from schools, businesses and residents. Research carried out by the Local

Government Association has shown that Local Authorities are well placed within a community to take a lead on climate change, emphasising the importance of this as a priority.

- 5.6 The Council will be working closely as a partner of Colchester2020 to support the 'Colchester Carbon Challenge'. The actions for each of the partners are set out in the Colchester2020 Sustainable Communities Strategy. Other initiatives under this priority include promoting Essex CRed, an energy saving pledge scheme for which we already have received nearly 2000 pledges equating to around 500 tonnes of CO₂ saved. Also work to promote waste minimisation and recycling, sustainability in local schools through the Eco-Schools programme, reduce fuel poverty and promote the 'Warm Homes' scheme to vulnerable people.
- 5.7 A significant section of this strategy focuses on raising awareness of CO₂ reduction. We will be looking at all of the services that the Council provides to see how we can promote sustainable living and energy efficiency in a clear and consistent way. The Council's Climate Change Officer will work with the Life Opportunities service to support community groups. We have already worked with the Hythe Community Centre in a bid to access funding Photo-Voltaic Panels for their roof with an awareness campaign; we hope to offer this support to other groups across the borough. Work will be done with the Enterprise team to support local businesses to become more energy efficient, and educational materials will be developed and awareness campaigns carried out across the borough to show the benefits of domestic energy efficiency.

Delivering Sustainable Services

- 5.8 If we are to make a real difference tackling climate change it is important that we look into each of the Council services and ensure that they are delivered in a sustainable way. This is also vitally important in terms of climate change adaptation. We need to ensure that the possible impacts of climate change will not prevent the Council from delivering its services to the best possible standard. The Council's Climate Change Officer will work closely with each service and its Group Management Teams to support this and will include actions in the Nottingham Declaration to monitor progress. Actions for each service area to compliment the Nottingham Declaration priorities and actions will be included in group service plans.
- 5.9 Transport accounts for around 30% of CO₂ emissions in the borough, making it another area of focus in tackling climate change. The Council is a member of the Colchester2020 Travel Plan Club and has its own Travel Plan to promote sustainable transport for employees. Work is also being carried out to encourage other businesses and organisations across the borough to develop their own travel plans.
- 5.10 The Council will be required to comply with various climate change related legislation such as the Energy Performance of Buildings Directive. This directive requires qualifying buildings to have Display Energy Certificates, publically showing the energy efficiency of that building. Future legislative requirements must also be considered; with the passing of the Climate Change Bill in 2008 (requiring 80% reduction in emissions by 2050) it is highly likely that more stringent targets and controls will be put in place. In 2010 CBC will be required to take part in the Carbon Reduction Commitment. Although steps have been taken to lower our CO₂ emissions, this is a 'cap and trade' scheme that will have significant financial implications for the Council. Key operating guidance and regulations relating to the operation of this scheme are due in March 2009 from the Department for Energy and Climate Change.

Using our powers

- 5.11 The purpose of this priority is to ensure that the Council can maximise its existing influence across the community to help mitigate and adapt to climate change. Having a sound and robust Local Development Framework will help to ensure sustainable development in the borough for the future. Considering flood risk and other potential impacts of climate change will help Colchester to be resilient in the future.
- 5.12 Tackling congestion and promoting sustainable transport will have a significant impact on lowering CO₂ emissions but will also have many other benefits such as improved congestion and air quality. Development control can help to make existing houses more energy efficient, while building control will ensure that new developments are up to efficiency standards.
- 5.13 We have the opportunity through procurement to encourage our suppliers of goods and services to become more efficient. A Sustainable Procurement Strategy would ensure money spent by the Council is not indirectly damaging the environment, showing strong community leadership. The Council's own community – its employees will also be encouraged to become more energy efficient and sustainable, not only at work but also at home.

6. Strategic Plan References

- 6.1 This decision relates to the strategic plan 2009 – 12 through the corporate objective to be cleaner and greener.

7. Consultation

- 7.1 We have carried out a consultation on the Nottingham Declaration Strategy and the overall response has been very positive. Out of 141 of respondents asked whether they believe that climate change is real and will affect them, 90% said yes, 92% of respondents also agreed that the Council has a duty to something about it. The majority of respondents agree with the Council's priorities under the Nottingham Declaration.
- 7.2 Comments from the consultation included several respondents saying that they felt transport should be more of a priority, therefore we will be expanding on this in the final draft of the strategy. Other comments also include that respondents think we should be using our powers more to enforce action rather than encourage it.

8. Publicity Considerations

- 8.1 A press release will be created if the strategy is adopted and for each of the projects under the Nottingham Declaration and LACM we will be communicating updates as set out in the Nottingham Declaration Action Plan.

9. Financial implications

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

10. Equality, Diversity and Human Rights implications

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

11. Community Safety Implications

11.1 There are no community safety implications.

12. Health and Safety Implications

12.1 There are no health and safety implications.

13. Risk Management Implications

13.1 The Nottingham Declaration Commitment relates to both climate change mitigation and adaptation. In the future threats of various implications of climate change means that risk management will be very closely related to the Councils Climate Change Strategy. Under NPI 188, preparing to adapt to climate change, risk management and business continuity will be a vital part in achieving the Council's target. We will be looking into risk management plans for each service to ensure that they have plans in place to continue service in a changed climate such as extreme weather conditions, flooding and drought.



Nottingham Declaration Strategy



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Cllr Barton



There is now global scientific consensus that human activity is impacting on climate change and that action needs to be taken now to avoid irreversible damage to our planet. UKCIP scenarios show that the low lying region of the East of England is at significant risk from sea level rises, and there will be many other problems but also opportunities that arise from a changing climate. Colchester has made tremendous strides towards tackling the causes and effects of climate change over the last two years and as a Council we will go from strength to strength in this area. Climate Change is an important and relevant issue for all of us and Colchester Borough Council aims to support everyone in the borough to do their bit and be well prepared for any challenges climate change may pose in the future.

This strategy sets out the Council's four priorities for mitigating and adapting to climate change. We aim to use our existing resources and influence across the Borough whilst developing new and innovative projects to lead the way on this issue.

We have made a strong statement of our commitment by signing the Nottingham Declaration in February 2007. The Nottingham Declaration Action Plan will support the Council to fully embrace its role as a community leader in this area and ensure that carbon dioxide emissions are reduced across the borough. It will also ensure that appropriate planning is in place to help us adapt to a changing climate.

A handwritten signature in black ink, appearing to read 'H. Barton'.

Adrian Pritchard



Colchester Borough Council is the organisation charged with providing community leadership for the area and our communities. The wellbeing of the environment is part of that community leadership and is integral to the residents, businesses and visitors we serve. Climate change, something that will affect us all, is high on the agenda. With scientific evidence making clearer the effects we are having on global warming, we must take strong action to mitigate our own impacts as a Council and take a lead in supporting the wider community to do the same.

Lowering CO₂ emissions not only reduces Colchester's impact it also has benefits for the wider financial and sustainable environment. Increased energy efficiency is an example which not only results in a reduction in CO₂ it also results in lower energy expenditure for local businesses, increasing overall profitability. The same principles also help to lower domestic fuel bills, helping the most vulnerable to keep warm and well.

Our ability to adapt to the effects of climate change will also be key in the future. As a Council we need to plan for the potential impacts of climate change to ensure business continuity, and the provision of the best possible services. By maximising our ability to diversify we will be able to benefit from a range of opportunities that could arise from a changing climate. We will also support the wider community to be prepared and consider how they may be affected.

This strategy clearly sets out how the Council will support a reduction in CO₂ emissions across the borough, working with partners to ensure that a real sustainable difference is made.

It is up to each of us to do what we can to ensure that the vision set out in this strategy becomes a reality.

A handwritten signature in black ink, appearing to read 'A. R. Pritchard'.

Introduction

Colchester Borough Council is committed to tackling the causes and effects of climate change

In February 2007 Colchester Borough Council (CBC) signed the Nottingham Declaration on Climate Change. The declaration is a tool to secure commitment from UK Councils to tackle the causes and effects of climate change. CBC believe climate change is real and is accelerated by human activity, and this document sets out the Council's strategy for mitigating (reducing our impact) and adapting to these issues. Through this commitment CBC will fully embrace its role as a strong community leader on climate change.

The aim of the strategy is to set out recommendations on how the Council can take an innovative approach that addresses local and global impacts. An action plan has been developed to monitor progress and ensure that improvements and targets are met, whilst improving and preserving the local environmental quality.

CBC supports the view that there are enormous environmental, social and economic risks and benefits associated with climate change. As a coastal authority, it is a real issue for Colchester. It is predicted that the East of England, as it is low-lying, will be at significant risk of coastal flooding. However it is also well placed to take advantage of opportunities climate change may present⁽¹⁾. By improving energy efficiency we will not only help to reduce our CO₂ emissions but could potentially improve social and economic problems such as fuel poverty, whilst supporting the local business community. By utilising both public and private partnerships, through this strategy we will establish Colchester as a leading Council on climate change.

Objectives

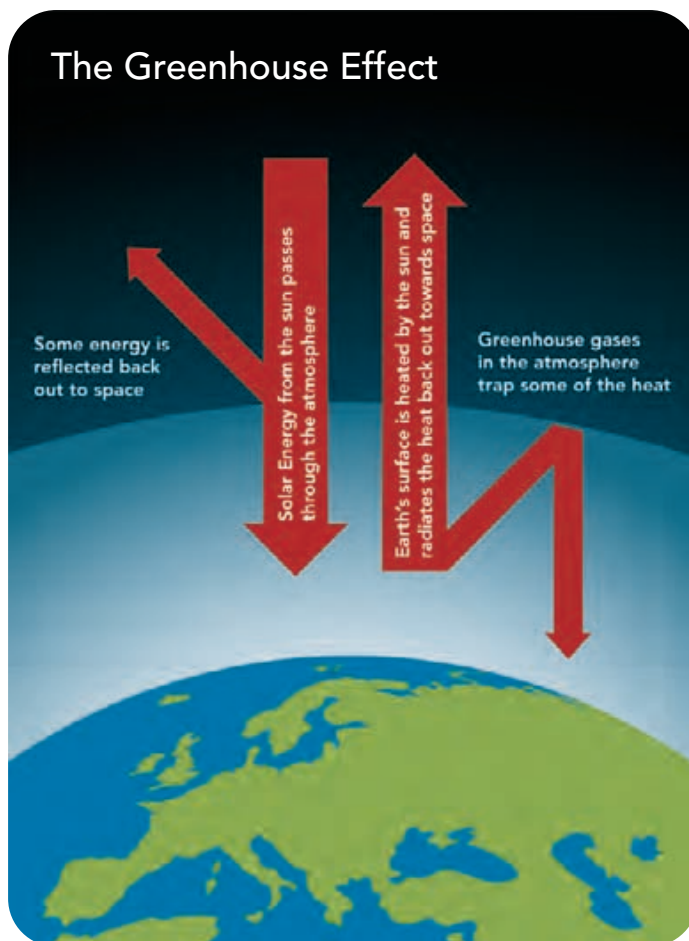
- **Reducing our Carbon Footprint:** Reduce the amount of CO₂ produced from our services and operations and increase the use of renewable energy in the borough
- **Becoming a community leader:** To lead by example and take forward our knowledge, partnerships and resources to help and encourage the wider community to become more sustainable
- **Delivering sustainable services:** To ensure that sustainability and carbon reduction is embedded into all of our services and operations and to ensure that we are in a position to exploit opportunities created through a change in climate
- **Using our powers:** To encourage businesses and residents to be more sustainable by using our influence through procurement, private sector housing and spatial policy.

Our vision

Colchester Borough Council is fully committed to reducing its impact and adapting to the biggest global challenge we have faced – climate change. We aim for climate change and sustainability to be fully embedded into all Council services and to use our knowledge, resources and power to influence the wider community. We want everyone in Colchester to be aware of the impacts and understand what they can do to mitigate and adapt to climate change.

This document links to other strategies including the Waste to Resources Strategy, Sustainable Communities Plan and the Local Development Framework for the following reasons:

- To meet commitments under the Nottingham Declaration and progress in a joined-up way
- To enable the Council to keep track of all targets in relation to climate change
- To establish a clear contribution to the Council's commitment to 'Colchester's Carbon Challenge' through the Local Strategic Partnership (LSP), Colchester2020
- To enable climate change to be embedded into all Council services and policies
- To provide an additional way of securing potential funding for any climate change related initiatives.



About climate change

What's all the fuss about?

The climate of the Earth has changed many times in the past for various reasons. However there is now scientific consensus that man-made emissions are accelerating this change. The effects in the UK include rising sea levels, changes in weather patterns, higher temperatures and worsening pollution problems. Climate change is already having an effect – the large-scale flooding in the North and West of England during 2007 may reflect what we as an authority will have to deal with in coming years.

We must be prepared for negative impacts of climate change but also be ready to maximise new opportunities it may create. For example, warmer temperatures could help to further develop the tourism industry within the borough.

Headline Impacts for the East of England

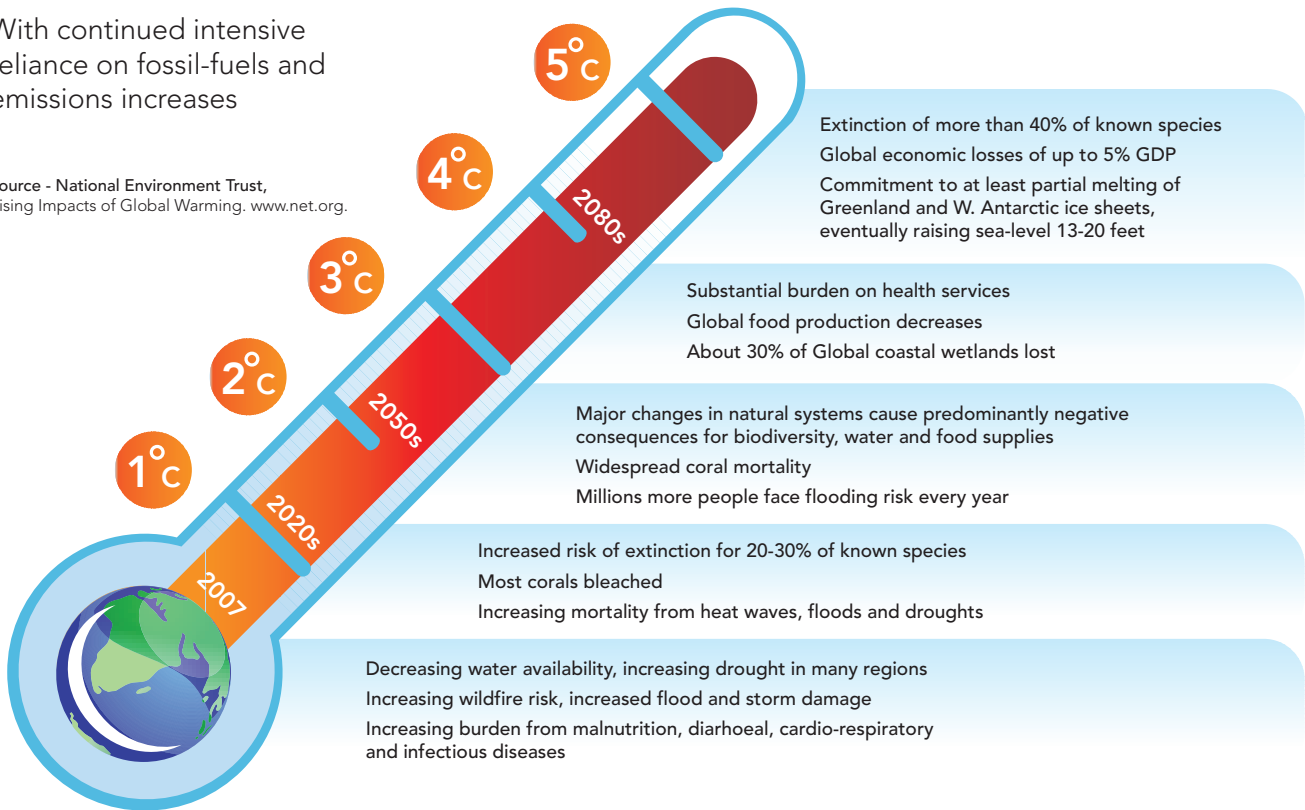
Scientists from UK Climate Impacts Programme (UKCIP) have already carried out a great deal of research for the East of England. They have predicted that by the 2080s the East of England can expect a sea level rise of approx 54 cm, winter rainfall to increase by up to 30%, though summer rainfall may fall by 20% over the same period, whilst average daytime temperatures will increase by between 1° and 5°C⁽¹⁾.

There is now overwhelming evidence to suggest that not only is climate change happening but it is directly related to human activity. This is the message given from a report by the Inter-governmental Panel on Climate Change (IPCC).⁽²⁾

Rising Impacts of Global Warming

With continued intensive reliance on fossil-fuels and emissions increases

Source - National Environment Trust, Rising Impacts of Global Warming. www.net.org.



We must not ignore the global implications of climate change which show that some of the world's poorest countries could be the most seriously affected. We have the power, resources and technologies to act on this now and must accept our responsibility to the developing world by taking a lead on these issues.

The human-produced gases from the burning of fossil fuels such as Carbon Dioxide and Nitrogen Oxides not only contribute to the 'enhanced greenhouse effect' that causes climate change but are often also responsible for other issues such as smog and acid rain. A reduction in these emissions will therefore have many other positive effects. A major new drive is required in Colchester to link improvements in energy efficiency, new buildings, air quality, transport networks, coastal defence and increase the use of renewable sources of energy.

It is clear that unless we make significant changes now, the way in which we all live in Colchester will be affected by climate change. The EU and UK have defined a safe level of temperature increase to be 2°C. Research carried out by the Tyndall Centre for Climate Change Research, has found that it is feasible to keep CO₂ to a level that would give a 70% chance of exceeding 2°C and a 50% chance of exceeding 3°C⁽³⁾.

One misconception is that there is plenty of time to deal with this issue. In actual fact all of the CO₂ emissions we are pumping into the atmosphere every day will stay around for about 100 years. This is where we have the problem of cumulative emissions, today's emissions will add to yesterday's and they will add to tomorrow's. To put this in context we must consider that we have a 'Carbon Budget'. Between 2000 and 2050 the UK's budget is 4.8 billion tonnes of CO₂. However we have already used ¼ of our budget between 2000 and 2006 (1.2 billion tonnes CO₂). To stay within our budget we must only use the remaining ¾ which would require a 9% reduction in CO₂ per annum.

Is it already too late?

No – evidence shows that we have time to mitigate global warming before the effects are irreversible. However if we take into account research by the Tyndall Centre it is clear that we must take action to reduce emissions now to achieve a cumulative reduction by 2050. The Stern Review Report, an independent review commissioned by the Chancellor of the Exchequer, was released in October 2006. The report looks at the evidence and from this builds an understanding of the economics of climate change. This review states 'The benefits of strong, early action on climate change outweigh the costs' which essentially means that although we need to put money into reducing emissions now, this is an investment for our future, without which the cost would be a lot more in the long term. Without action now it is predicted that there will be an increase in resource use, levels of pollution and generation of waste rather than a reduction. The point is not that it is too expensive to do something about climate change but rather that it would be too expensive to ignore⁽⁴⁾.

Stern Review – Reducing greenhouse gas emissions⁽⁴⁾

1. Reduce the demand for emissions-intensive goods and services
2. Increased efficiency, which can save both money and emissions
3. Action on non-energy emissions, such as deforestation
4. Switching to lower-carbon technologies for power, heat and transport.

Economic benefit of reducing CO₂ by 30% in Colchester.

If everyone in Colchester reduced their CO₂ by 30% we could save a total of £132,938,820. Just think what we could spend all that money on.

Colchester Carbon Challenge – Business Case (calculated using Stockholm Environment Institute data)⁽⁵⁾



What is being done about it?

Globally

The Kyoto Protocol is an international agreement linked to the United Nations' Framework Convention on Climate Change. In 1997 the UK signed the legally-binding agreement which has the objective of reducing greenhouse gases that contribute to climate change 5.2% below 1990 levels by 2012. To meet this target the Government developed a National Climate Change Programme to achieve a marked change in people's habits across the country over the next decade⁽⁶⁾.

Nationally

The UK Government passed the 'Climate Change Bill' in 2008 which sets a national target of an 80% reduction in Carbon Dioxide by 2050. At present this is recognised as a leading policy in the world. There is also a target stating that 10% of all UK electricity is to be supplied by renewable energy by 2010⁽⁷⁾.

Regionally/Locally

Working with Essex County Council on the Local Area Agreement, CBC now has a target reduction in Carbon Dioxide of 12.6% by 2012. This target is one of the National Performance Indicators which means we are required to report annually to government on how we are progressing.

Under Section 2 of the Local Government Act 2000, Councils have the power to do anything they consider likely to promote the economic, social and environmental well-being of their areas in order to respond to the needs of their local communities. As a Council we aspire to continuing action on climate change that will ultimately achieve a sustainable borough for all those who live, work and visit us⁽⁸⁾.

What are the benefits of acting now?

Cost Saving Energy, be it gas, electricity or petrol is becoming increasingly expensive. If we are more energy efficient we will be able to reduce these energy costs, benefiting Colchester's economy whilst reducing CO₂ emissions.

Risk Management We must ensure business continuity and be prepared for the 'worst case scenario' with regards to climate change so that Colchester's businesses and organisations will be able to stand up to pressures in the future.

Health and Lifestyle Gases that cause climate change are also responsible for pollution which can cause many health problems such as asthma. By reducing our carbon emissions we will be able to improve air quality and support CBC's vision of being a clean and green borough.

Global

Kyoto Protocol 5% reduction in greenhouse gases by 2012 (signed in 1997). It is likely that any succeeding target will be much higher.

National

Climate Change Bill 80% reduction by 2050.

National Performance Indicators 5 of our 25 priorities relate to Climate Change and environment.

Regional

LAA2 Essex County Council
Regional Cities East

Colchester/CBC

Colchester2020 'Carbon Challenge'
30% reduction by 2020.

Nottingham Declaration Action plan to incorporate all Council targets, schemes and projects borough-wide to mitigate and adapt to Climate Change.

LACM 25% reduction by 2012
(within Council operations).

Priority 1 Reducing our Carbon Footprint

Local Authority Carbon Management programme (LACM) We aim to reduce our own carbon footprint by 25% by 2012

Carbon Reduction Champions The champions will help us to make staff more aware of how they can be more energy efficient at work

Sustainability Action Group A group made up of employees from different service areas who work together to make CBC more sustainable and energy efficient

Renewable energy CBC will be looking into ways of providing energy for itself and also for across Colchester by using renewable sources

CBC felt that by reducing its own emissions it can provide an example to others in the wider community. The main aim of this priority is to ensure that climate change and sustainability are at the top of the agenda for the Council. It is imperative that we have full backing from senior management and our Cabinet, to show others that this is a serious issue and that it requires action now. Signing the Nottingham Declaration was the first step to showing this commitment.

Local Authority Carbon Management (LACM)

Where are we now?

We have adopted the LACM Strategy and Implementation Plan. Energy saving projects are underway and we have 19 Carbon Reduction Champions (CRC) who lead an awareness campaign in their work area.

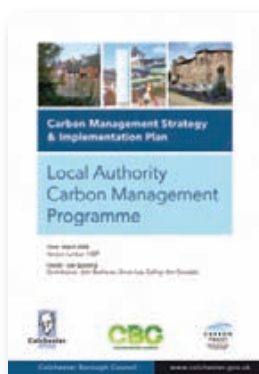
Where do we want to be?

Continue progress through the LACM action plan to achieve a 25% reduction in CO₂ by 2012. We want a CRC to lead the awareness campaign in every service area.

How do we intend to do this?

An LACM core group meets monthly to monitor progress and each project has a lead officer to monitor progress. We will continue the awareness campaign and will continue to recruit CRCs in each service area.

Local Authority Carbon Management programme (LACM)



We are committed to reduce our CO₂ emissions by 25% by 2012 and are working with the Carbon Trust to do this. The 'value at stake' has been calculated to be £3.2 million which essentially means that by meeting our target we could avoid paying an extra £3.2 million in energy bills. To achieve this level of reduction we have considered all areas of the Council and identified where we can make changes. We

have held a number of councillor and staff workshops to keep people informed and encourage them to get involved. The LACM Strategy and Implementation Plan has now been agreed and adopted and the first phase of projects is well underway. A full list of LACM projects can be found in the Nottingham Declaration Action Plan.

Reducing the amount of energy we waste

It is incredible when we look into the energy we use, just how much of it goes on absolutely nothing. Things left on standby, lights being left on. It's all very simple but makes a huge difference to our carbon footprint.

Our staff awareness campaign is not the biggest saver in energy out the LACM projects but if each member of staff takes their new habits home, it could make all the difference. We started by encouraging people to 'Switch Off' office equipment when not in use, and now have a group of Carbon Reduction Champions who volunteered to be the facilitators of the campaign within their own department.

The target reduction in CO₂ for the awareness campaign is to be using 57 tonnes less per year by 2012. This would equate to a financial saving of almost £14,000 per year. The campaign started in August 2007 and within a year managed to reduce the amount of CO₂ by 49 tonnes, showing that we are well on our way to achieving this target. We will be continuing the LACM awareness campaign until 2012 and beyond and will focus on different aspects of energy usage, recycling and also transport.

CBC has taken on board that we may need to invest a little to lower our carbon footprint, but ultimately the cost of the energy saved will more than make up for what we put in. We have developed projects that will help to reduce the emissions from our buildings and make them more sustainable. This programme has also allowed us to take advantage of existing projects by making them more sustainable. For example, refurbishment of Colchester's fitness pool has been developed to make the pool more energy efficient thus reducing its environmental impact.

Sustainability Action Group

The Sustainability Action Group (SAG) meets every two months and is a group made of officers from across all Council services. These meetings allow us to share ideas and discuss how to take forward projects that will make the Council more sustainable. The SAG group members will act as a critical friend for the Nottingham Declaration action plan and will be consulted at every stage.

Once the strategy is adopted this group will ensure that implementation of the actions takes place. They will then monitor and review progress and co-ordinate our future actions under our Nottingham Declaration Commitment. This group will become the focus of expertise on sustainability within the Council by providing support and advice to services as they address the issues and mitigate the impacts of climate change.



Refurbishment of the Fitness Pool at Colchester Leisure World – estimated saving 412 tonnes CO₂



Replacement of heating system at Colchester Castle – estimated saving 18 tonnes CO₂



Draught sealing of Colchester Town Hall windows – estimated saving 23 tonnes CO₂

Sustainability Action Group (SAG)

Where are we now?

The SAG meets every two months to discuss sustainability and energy saving initiatives.

Where do we want to be?

SAG to monitor progress from across the Council on the Nottingham Declaration Action Plan.

How do we intend to do this?

We will continue to use SAG meetings to engage services to drive positive change across the Council.

Renewable Energy

Where are we now?

We have no sources of renewable energy. We are using biodiesel in our vehicle fleets.

Where do we want to be?

We want to source renewable energy for our buildings and develop a renewable energy supply for Colchester. We will promote the use of renewable energy to residents and businesses and promote more energy efficient cars/sustainably sourced biodiesel.

How do we intend to do this?

We will use partnerships to establish an advice scheme for people in Colchester. We will consider renewable energy through our LACM. We will support the development of a wind turbine in the North of Colchester and will include aspects of sustainability through the Local Development Framework.

Renewable Energy

The energy used across the borough is increasing in line with national trends and developing renewable energy sources could help to offset this. The use of renewable energy has the potential to reduce greenhouse gas emissions, improve air quality, reduce fuel poverty, increase prosperity, generate local jobs alongside the electricity and could also provide an income stream for the local authority.

Within the Council our waste and recycling collection fleet has already started to use biodiesel. As a massive user of fuel within the Council, switching to renewable fuels will make a significant reduction to our carbon footprint. In 2006/07 the fleet used an estimated 400,000 litres of biodiesel. Based on the assumption that biodiesel emits 55% less Carbon Dioxide than normal diesel and that 1 litre of normal diesel uses 2.7kg of CO₂, we are already saving 486 tonnes of CO₂ a year.

Plans have been put forward to have a wind turbine in the North of Colchester and we are researching in to the best way of going about this. This is a fantastic opportunity for Colchester to provide carbon neutral energy for the borough.

Energy sources such as wind energy, solar, combined heat and power, ground source heat pumps and Photovoltaics (alternative to solar) will all be considered by the Council. We are also looking to develop a way to provide advice and funding information for people considering installing renewable energy in their homes and local businesses.

Our Sustainable Construction Supplementary Planning Document (SPD) offers advice on the different types of renewable energies technologies, including prices and planning considerations.



Priority 2 Being a Community Leader

Colchester 2020 Our Local Strategic Partnership (LSP) set Colchester a Carbon Challenge to reduce CO₂ by 30% by 2020

CRed This is a scheme where people can pledge to improve their carbon footprint

Awareness raising We want everyone in Colchester to understand how they can reduce their impact on climate change and how they can adapt to it

Waste to Resources Our Waste to Resources strategy aims to improve recycling in Colchester

Eco-Schools It is important that we educate the young people in Colchester about sustainability

Warm Homes We will tackle fuel poverty and climate change in the borough by helping people to get their homes insulated

Private Sector Housing The Home Energy Conservation Association (HECA).

A vital role for any local authority is to provide strong community leadership and with an issue such as climate change it is essential that CBC embraces this role. Everyone in Colchester has the ability to make a difference, and we aim to help and support them to do just that.

By showing people what we have managed to achieve through a limited budget we will encourage others to do the same. Our own awareness campaign has had a massive impact on our carbon emissions and will save us thousands of pounds, even better, it was virtually free to do.

Colchester2020 – The ‘Carbon Challenge’.

30% reduction in Carbon Dioxide by 2020

As a member of the Local Strategic Partnership (LSP), Colchester2020, we have committed to Colchester’s Carbon Challenge. Through this we will be working with the partners to show best practice across the borough. In order to achieve a 30% reduction by 2020 we will be prioritising working with businesses and raising awareness across the wider community. Within Colchester, small and medium sized businesses are responsible for around 32% of CO₂ emissions; this could be significantly reduced by offering help and support for them to become more energy efficient. To maximise our impact we will be looking to develop strong partnerships with organisations that have an expertise in working with businesses and that could help us to source funding.

As always, creating wider awareness on issues of climate change across the borough is a major priority. By declaring a ‘Carbon Challenge’ for the whole of the borough, Colchester2020 has shown that it is vital for everyone to get involved.

Colchester’s Carbon Challenge

Where are we now?

The ‘Carbon Challenge’ was made in February 2008 and the Colchester2020 Sustainable Communities Strategy sets out the action plan for reducing Carbon Dioxide by 30% across the borough.

Where do we want to be?

We want to help businesses in Colchester to become more energy efficient and raise awareness across the borough to encourage residents to be more efficient in their homes.

How will we do this?

We will use partnerships to help us target businesses that could benefit most from help in saving energy by using organisations such as Groundwork. We will raise awareness through the CRed pledge scheme.

CRed Essex

Where are we now?

We have received around 700 energy saving pledges from Colchester residents which could save around 300 tonnes of CO₂.

Where do we want to be?

We will increase the number of pledges from across the borough. Each year CBC will aim to get 2000 pledges.

How will we do this?

We will work in partnership with Essex County Council. We will have CRed information stands and pledging opportunities during all awareness raising events. We will use various methods to advertise and promote the scheme.

Raising Awareness

Where are we now?

We have a successful awareness campaign within the Council. As a partner in Colchester2020 we have held events around the launch of the Carbon Challenge. We have developed various educational material for residents and businesses.

Where do we want to be?

We want to reduce CO₂ emissions for Colchester by raising awareness of energy efficiency and the impacts of climate change. We will reach a large proportion of Colchester's population through events, mail-outs and our website and will measure the effectiveness of this through CRed pledges and energy use data for the borough.

CRed Essex – Pledges that could make all the difference



We are working with CRed Essex to get as many pledges from Colchester businesses and residents as possible. All of the pledges can then be converted into carbon dioxide saved if everyone manages to keep them up. By doing this we should be able to

estimate how much CO₂ we have saved through awareness campaigns across the Borough. Colchester2020 has committed to getting a 25% pledge rate for the population of Colchester and we will be helping them to achieve this target.

www.cred-uk.org/essex/

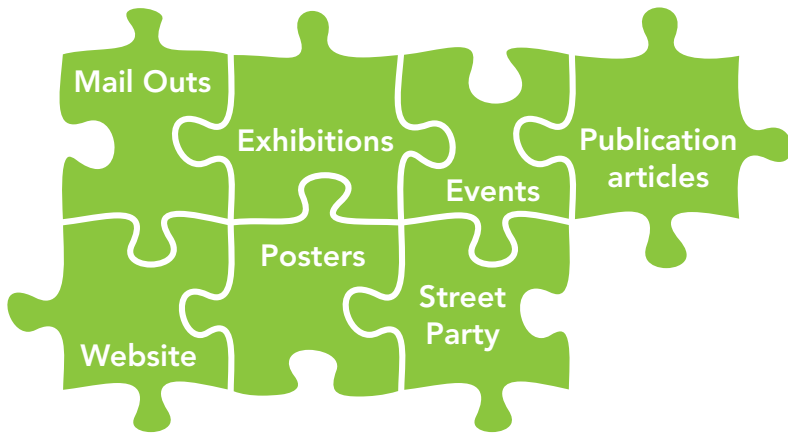
The scheme works by the individual or business making a pledge online or on a form to reduce their own emissions through simple changes like switching to energy saving light bulbs. We will promote this scheme through various awareness events, our website and our publications.

Engaging people and allowing them to make a personal commitment not only gives them an extra push to make changes but will also make them consider their impact on the environment. We will offer advice and information to people in Colchester to help them achieve any pledges they make.

Each year, about nine tonnes of CO₂ is released for every person in the UK – enough to fill five hot air balloons. To make this 60% cut, each of us needs to lose the equivalent of three hot air balloons every year. The Community Carbon Reduction Programme, CRed, aims to achieve this by 2025.⁽⁹⁾

Raising awareness

CBC carried out a successful awareness campaign through the LACM, it was developed to stand out and grab people's attention by making it fun yet informative. Giving simple tips and advice on how we can be more energy efficient in a fun way can help to keep people engaged. 'Climate Change' now often holds many negative connotations especially as it is a topic that is often forced upon people through the media. CBC will take a positive stance when raising awareness and show that it doesn't have to be complicated or difficult to do something. When it comes to the environment, even the smallest actions really do make a difference. There are many easy changes we can make in our everyday lives to help protect and improve our environment – it just involves a little extra thought in what we do.



Raising awareness also means educating people and businesses on how they can adapt to the effects of climate change. Businesses based on coastal and estuarine areas could need an increase in coastal protection funding and higher insurance premiums are almost certain with the increased occurrence of flooding. However, new market opportunities and business diversification will help to mitigate any negative effects. A business that is known to be 'green' may now have an advantage over its rivals as the demand for environmentally friendly products and services is increasing.

How will we do this?

We will launch the Nottingham Declaration Action Plan through an energy awareness week. This will include working with partners and other organisations. We will be developing posters for the Borough and will be promoting our website for more information. In order to work with as many SMEs as possible, we will need to create partnerships with other organisations. We also want to identify which businesses are doing a lot to become more efficient and celebrate these achievements. We will be working with community groups to hold sessions on climate change and to also help them become more efficient.

Residents

We will engage with residents in Colchester on climate change by promoting what we as a Council are already doing and how easy it is to become a little more efficient. An example of how we will do this is by putting large messages on the side of our waste and recycling fleet. These vehicles visit every household in the borough which makes it a simple way to access every resident.

Community Groups

Within Colchester there are many established voluntary and community groups, some of which already work with the Council through the Community Developments team. This is a great opportunity to use the connections we have by contacting these groups with information on climate change.

A good example of the work already being carried out by the Community Development Team is 'Give and Take Days.' En-form, an environmental information centre, recently obtained funding to hold 'Give and Take Days' that would allow people to give things they no longer want to someone that can make use of it. The Community Development Team promoted the scheme to the voluntary and community groups that they work with.

Businesses

Potential barriers to adaptation and mitigation for businesses may include a lack of awareness about climate change and expertise about how to exploit internal efficiencies or new revenue opportunities. The time and money required to make proposed changes could also compete with other priorities they have. To help overcome these barriers CBC aims to ensure businesses have access to information on climate change and related legislation, taxation and technology, to allow a proactive approach.

We will work with businesses to help them make the most of opportunities presented to them and mitigate exposure to any apparent risks from climate change. To support businesses CBC is helping to set up a business resource efficiency club, to bring local businesses together to address climate change issues.

Waste to resources

Where are we now?

Colchester recycled 20.4% (12,619 tonnes) of all the waste produced by households in the borough in 2007/08 and composted 12.39% (7,667 tonnes) giving an overall recycling rate of 32.79%. This means that Colchester produced 362kg of household waste per person in 2006/07.

Where do we want to be?

By working towards recycling targets in the Local Area Agreement, CBC wants to achieve 26% recycling and 14% composting across the borough by 2011. CBC will also work towards reducing the amount of residual waste that is sent to landfill and the target for this is an average of 508kg per household by 2011.

How will we do this?

We will assess our options to use the most suitable in terms of performance and cost to meet the objectives of the Waste to Resources Strategy. We will be focusing on waste minimisation and will continue to raise awareness of this across the borough.



Waste to Resources



CBC has a Waste to Resources Strategy which sets recommendations to improve recycling in the borough.

As a society, we are consuming natural resources at an unsustainable rate. If every country consumed natural resources at the rate the UK does, we would need three planets to live on. Using the planet's resources within the limits of its eco-systems is vital to the survival, health and prosperity of future generations. Waste management generates carbon dioxide and methane. Methane emissions from (biodegradable waste in) landfill account for 40% of all UK methane emissions and 3% of all UK greenhouse gas emissions.

The Council's vision for the future of waste management in the borough is one where:

- Less waste is produced by everyone
- There is an active reuse culture
- Home composting is 'the norm'
- Being able to recycle is easy for everyone
- More waste is recycled and composted than sent to landfill
- The collection service is high quality
- There is high customer satisfaction with the service.

In order to make significant improvements in waste management we must follow three processes:

Waste prevention – avoiding unnecessary waste like excessive packaging to reduce the demand for raw materials. Waste prevention is the most important aspect of waste management in terms of greenhouse gas reduction.

Reuse – is a way of prolonging the life of resources. There are many ways in which we can reuse things or pass them on for others to use rather than throw them away.

Recycling and composting – can allow valuable resources to be used again and save energy in the process. Amazingly, recycling an aluminium can requires only 5% of the energy it takes to make a new aluminium can and each tonne of aluminium recycled saves 11 tonnes of CO₂.

The Strategic Waste team develop schemes to get more residents, schools and businesses recycling. Another major aspect of the waste going to landfill is food. When we throw food away, we also waste all the carbon generated as it was produced, processed, transported and stored. This is particularly important given that the whole food supply chain accounts for around 20% of the UK's greenhouse gas emissions. We could make carbon savings equivalent to taking an estimated 1 in 5 cars off the road if we avoided throwing away all the food that we could have eaten.

Eco-Schools



It is vital that we educate young people in Colchester about environmental issues, as they will be the people who have to live with and deal with the longer term impacts of climate change. The Government has made it clear that they want every school to

be sustainable by 2020. For this reason we are now supporting Eco-Schools which is an international award programme that guides schools on their sustainable journey, providing a framework to help embed these principles into the heart of school life.

The Eco-Schools programme consists of nine key environmental topics – water, biodiversity, energy, global perspectives, healthy living, litter, school grounds, transport and waste. The benefits to schools not only include financial and environmental improvements but the programme can also be used as an educational tool and to forge better links with the community.

The Strategic Waste team will be encouraging schools to join this programme by carrying out waste audits and offering presentations and activities for schools that sign up. In the first year of supporting this scheme we have already seen 42 schools in Colchester signing up with many more showing an interest.

Eco Schools

Where are we now?

42 Schools have signed up to Eco-Schools in Colchester so far.

Where do we want to be?

We want to improve recycling and environmental awareness in Colchester schools. To do this we want to get as many schools as possible signed up to the Eco-Schools programme from across the borough.

How will we do this?

We will be offering trade waste contracts to schools that sign up to the programme which could offer significant financial savings. Schools that agree to sign up will also be able to access talks, presentations and activities for their pupils.



Warm Homes

Where are we now?

The Warm Homes Project has been operational for 7 years, and during this time has assisted more than 4,000 households in the borough. This has had a big impact on CO₂ reduction.

Where do we want to be?

We want more local people to live in warm, affordable and energy efficient homes. This is particularly important with the continuing rises in energy and fuel costs.

How will we do this?

We will identify as many residents at risk of fuel poverty as possible and then help them to maximise their income, reduce their fuel needs and increase the energy efficiency of their homes. We will continue to hold awareness raising campaigns through the local media and to liaise with internal and external partners to identify sources of practical and financial help available to local people.

Warm Homes

Almost of a third of the heat is lost from an un-insulated home, which means that £1 of every £3 spent on heating bills is being wasted. Our Warm Homes project raises awareness of the benefits of getting your home fully insulated not only around health and fuel poverty but also the potential environmental impacts. Between April 2007 and March 2008 the Team had contact with more than 700 households in the borough. This project is vitally important in a time where fuel prices are rising so rapidly and in response to this 'fuel poverty' crisis we will be promoting insulation as a way to cut costs for those most at risk. Each home that is insulated can save around 1.7 tonnes of CO₂, and we feel that this is a great opportunity to reduce Carbon Dioxide emissions.

CBC has a Warm Homes project officer who is dedicated to help the residents of Colchester with heating and keeping warm at home.

How Warm Homes can help:

- They can check if the customer is eligible for a grant for insulation or heating
- For customers not eligible, they provide information on other discount schemes
- They give energy efficiency advice
- They can help the customer access a Credit Union loan for measures such as a new boiler
- They can put the customer in touch with other agencies that may be able to help
- They can give presentations and energy efficiency quizzes
- They raise awareness about the health effects of cold damp housing.



Private Sector Housing – UK Home Energy Conservation Association (UK HECA)



HECA aims to secure improvements in energy efficiency in the domestic sector. The act made all Local Authorities become Energy Conservation Authorities, giving them responsibilities to record, and report, data showing the improvement in energy conservation in their areas. The UK HECA is a network of support groups made up of local government HECA officers.

CBC has an officer leading energy efficiency in the Private Sector Housing Team. As part of this the Housing Health and Safety Rating System (HHSRS) can help to identify properties suffering from hazards linked to poor energy efficiency and disrepair. The Private Sector Housing Officers can use HHSRS to take informal action and where necessary enforcement action to remove or reduce the hazards to acceptable levels.

How can CBC's Private Sector Housing team help?

- They can offer financial help to top up Warm Front Grants where clients cannot afford their contribution
- They offer financial assistance to help eligible owner occupiers or leaseholders improve their homes
- They identify customers who could benefit from grant funded energy efficiency schemes and refer them to our Warm Homes Team.

CBC is a member of the following groups;

- Eastern Home Energy Officers Network (E-HEON)
- National Energy Action (NEA)
- Carbon Reduction Officers Essex (CO₂RE)
- UK Home Energy Conservation Association (UK HECA).

Private Sector Housing – Home Energy Conservation Act (HECA)

Where are we now?

CBC's lead officer for energy efficiency in the Private Sector Housing Team offers assistance for homeowners and leaseholders to improve the energy efficiency of their homes.

Where do we want to be?

We want to promote energy efficiency and reduction in CO₂ emissions through the education of team members, providing information and expertise to local residents and landlords and improving the scope of financial assistance we are able to offer.

How will we do this?

We will revise our Financial Assistance Policy to further help people and to include renewable energies where they currently fall outside the qualifying criteria for existing assistance. We will continue to source other funding and grants. We will continue to develop promotional and educational material and ensure it reaches as wide an audience as possible. The Private Sector Housing Team will continue to improve their level of expertise in this area.

Priority 3 Delivering Sustainable Services

Targets CBC has several targets relating to climate change through the Local Area Agreement and the LACM

GMT agendas We will put sustainability high on the agenda for our Group Management Teams

Corporate Strategies We will embed climate change and sustainability across the Council – which means into all corporate strategies and objectives

Travel Plan Through the Colchester2020 Travel Plan Club we will ensure that our staff are using the best modes of transport to help protect our environment

Energy Performance of Buildings Directive We will be required to display Energy Performance Certificates in our buildings.

We need to secure support from across the Council and include climate change objectives in our corporate strategies. Priority 3 lays out how we will ensure that climate change is at the top of the agenda for the Council.

This priority not only includes our Nottingham Declaration commitments but also statutory obligations that the Council has. We will be required to meet requirements made by central government, for example the 'Energy Performance of Buildings Directive' and will also be required to participate in future schemes such as the 'Carbon Reduction Commitment'.

Our Targets

Where are we now?

We have national, regional and local targets.

Where do we want to be?

We want to ensure that each of our targets is monitored appropriately to ensure that they are progressing well and being achieved.

How will we do this?

The Nottingham Declaration Strategy will help to bring all of CBC's targets together. A full Nottingham Declaration Action Plan will be developed to allow monitoring of all targets.

Our Targets

As part of the Local Area Agreement we have several priorities that require us to act on issues around climate change. National Performance Indicators (NPIs) are created by Government and the Council can choose 25 which are priorities to them. For CBC, 5 out of the 25 priorities relate to climate change. These NPIs are:

- CO₂ reduction from local authority operations
- Per capita reduction in CO₂ emissions in the LA area
- Planning to adapt to climate change
- Air quality % reduction in NO_x and primary PM10 emissions through local authority's estate and operations
- Improved local biodiversity proportion of local sites where positive conservation management has been or is being implemented. These targets will be monitored through the Nottingham Declaration alongside the LACM and Carbon Challenge.

'In 2007, UK net emissions of carbon dioxide were provisionally estimated to be 543.7 million tonnes. This was 2% lower than the 2006 figure of 554.5 million tonnes. The decrease resulted from fuel switching from coal to natural gas for electricity generation, combined with lower fossil fuel consumption by households and industry.'

Source – Defra

GMT agenda

In order to embed sustainability into all of our services, it is important that we have the Group Management Teams (GMTs) on board. As the managers within a service they will have the knowledge and understanding about how we can incorporate these issues in a suitable way. We will ensure that climate change is on the agenda for GMT meetings; CBC's Climate Change Officer will co-ordinate this to provide frequent progress reports.

Corporate Strategies

CBC's Strategic Plan is a vital document because it sets out what we will do to maintain and improve the quality of life in the borough. It commits us to making sure that providing excellent day-to-day service remains at the very heart of what we do. Climate Change will be incorporated into the Strategic Plan to show that we are committed to these issues.

The Council is made up of several service areas, each of which has a 'Group Summary Service Plan'. These documents set out the core objectives for that service; sustainability and climate change will be included as one of these objectives.

We must also be prepared for legislative requirements such as the 'Carbon Reduction Commitment'.

Travel Plan

Colchester2020 Travel Plan Club

The Council developed a travel plan to cover employees' journeys to and from work and

on business. The travel plan promotes sustainable transport and reducing the need to travel, especially by private car. A package of measures has been developed including:

- Discounted public transport tickets
- Discounts on bikes for work
- Facilities for cyclists and walkers
- Car share schemes
- Parking charges
- Better information and a personal travel planning service.

By addressing all aspects of travel within the Council, including the sustainability of business partners' travel, we are able to positively contribute to air quality and climate change targets.

The Council, along with other LSP members, is a member of the Local Strategic Partnership's Travel Plan Club. All have their own tailored travel plan that promotes alternative travel to their staff, students and visitors. Working collectively enables the Club to secure better deals, for example with bus operators. The Club is working to expand its membership to include more organisations in Colchester to increase the impact on reducing emissions.

GMT

Where are we now?

The Senior Management Team have agreed for climate change to be on the agenda at Group Management Team (GMT) meetings.

Where do we want to be?

We want GMTs to lead on climate change in their services areas.

How will we do this?

Climate change will be on the agenda for GMT meetings.

Corporate Strategies

Where are we now?

Council strategies do not have climate change objectives.

Where do we want to be?

We want all Council strategies to have climate change objectives. We will participate in the Carbon Reduction Commitment (CRC).

How will we do this?

We will revise our strategies to include climate change objectives. We will have a lead officer for the CRC to ensure we comply with the scheme.

Travel Plan

Where are we now?

CBC has a travel plan and is a member of the Travel Plan Club to help promote more sustainable travel options.

Where do we want to be?

We want every Colchester business and organisation to have their own travel plan to reduce car use across the borough.

How will we do this?

By strengthening and promoting our own travel plan to lead by example and continuing our support of the Travel Plan Club.

Energy Performance of Buildings Directive (EPBD)

Where are we now?

We do not have Energy Performance (EPC) or Display Energy Certificates (DEC) in our buildings.

Where do we want to be?

We now have DECs for the Town Hall, Angel Court and Leisure World. We will require EPCs for some of our buildings that sit under our Estates service such as the community stadium. These need to be obtained when the property is built, sold or re-let.

How will we do this?

The DECs will be provided by our energy management company.

Energy Performance of Buildings Directive (EPBD)

Buildings in the UK are responsible for almost 50% our energy consumption and carbon emissions. Measures are now being introduced to help improve the energy efficiency of our buildings which includes the use of Energy Performance Certificates (EPCs) and Display Energy Certificates (DECs). Both these certificates will give buildings an energy efficiency rating of between A-G (A being most energy efficient) and will also set out recommendations for improvement.

The scheme began on 1 October 2008. An EPC will be required for any new building, or for any existing building when it is sold or leased. DECs are required for any public buildings over 1000m². The buildings must display the certificate in a public area and fines will be introduced for building owners that do not produce an EPC or display a DEC as they should.

CBC currently has three buildings that meet the criteria for a DEC namely the Town Hall, Angel Court and Leisure World. Once we have the certificates in place they are reviewed annually, but they will only need to change pending some major alterations or improvements to the building.



Priority 4 Using our powers

Local Development Framework (LDF) A sound and robust LDF can ensure future developments in the borough will be sustainable

Building Control Our team of building control surveyors ensure that new buildings meet the Building Regulations set by Government

Procurement We want to use our impact on the marketplace to demand more sustainable products and services from suppliers

As an employer CBC employ more than 1000 people, we have the ability to ensure that sustainability and energy efficiency is part of the job.

As a local authority, CBC has significant influence across the borough not only through our own actions but through the level of control we have over others such as the planning system. It is important that through Priority 4 we harness this influence to its best advantage and use our powers to ensure we develop a more sustainable borough for the future.

Local Development Framework (LDF)

The Planning and Compulsory Purchase Act 2004 places a duty on local planning authorities to contribute to sustainable development. The Council is committed to this through better decision-making and adaptation strategies in policy areas such as developments on floodplains, waste management, business support, habitat management, transport infrastructure and urban design.

Planning and Resource Conservation

Developments should be designed to minimise their overall demand for natural resources. Proposals for development will need to take into account, for example:

- The opportunity to reuse buildings.
- The opportunity to reuse building materials and/or the use of sustainably sourced and local materials.
- The design of long-life and flexible buildings.

Local Development Framework (LDF)

Where are we now?

The Local Development Framework consists of a portfolio of documents that will act as the blueprint for future development in the Borough. The first of these documents, the Core Strategy, underwent an Examination in June/July 2008, it was adopted in autumn 2008. The Site Allocations Development Plan Document (DPD) and Development Policies DPD are being progressed in parallel. An Issues and Options Paper for both DPDs was consulted upon in December 2007 and a Preferred Options document issue to be consulted upon in early 2009.

Where do we want to be?

We want to have a sound and robust LDF that will achieve sustainable development and tackle climate change.

How will we do this?

We will work with stakeholders and the public to ensure that the LDF can be delivered and will not result in any adverse impacts on, for example, the highway network, sites of importance for nature conservation and existing communities.

As a local planning authority, the Council is producing an LDF, which will:

- Direct development to sustainable locations, with a range of services and facilities.
- Reduce the need to travel and promote sustainable modes of transport.
- Provide a framework to support renewable energy and low carbon technologies.
- Promote sustainable design and construction.
- Provide measures to enable the borough's biodiversity to adapt to environmental changes driven by climate change, for example green infrastructure.
- Protect properties at risk from rising sea levels and increased risk of flooding.

Planning Policy Statement 22 (PPS22) – Renewable Energy

Renewable energy can contribute to tackling climate change and under PPS22 local planning authorities have more powers to encourage the use of this. Under the Core Strategy, at least 15% of the energy from new developments is to be provided by renewable or low carbon technologies where feasible.

Coastal Defence



The Council has due concern for coastal defences, which may be compromised by sea level change. The Council supports the Government's aims and objectives for flood and coastal defence and is committed to achieving a more integrated coastal zone management system.

As part of the LDF, a Strategy Flood Risk Assessment has been carried out which models the risk of flooding based on various scenarios, there is a strong presumption against development in any area found to be at risk. The Council will work with the Environment Agency to ensure improved flood forecasting and warning systems are in place.

The Council is also involved in the development of the second Shoreline Management Plan for Essex, which will set out a sustainable management programme for the Borough's coastal defences in the future.

Changing Travel Behaviour and Transport Infrastructure



Road, and particularly car, transport accounts for around 25% of all CO₂ emissions. The Council is committed to reducing dependence on car use in Colchester particularly for short, local journeys, where there are significant health benefits from walking or cycling instead, as well as large carbon savings. Colchester has been awarded Cycling Town Status and will improve the existing network, educate, and market the benefits of cycling to the community. Our target is to increase cycling levels by 75% by 2011. Colchester North Station is one of 31 stations to have been awarded Station Travel Plan Pilot Status. With our partners we have a number of objectives including reducing Carbon Dioxide emissions by reducing

single car occupancy trips to the station and increasing walking, cycling and public transport. The Council will seek to set up a travel behavioural change programme focusing on existing communities to complement existing travel plan activities.

Improved promotion and facilities for alternatives to the private car such as public transport services will be made in partnership with Essex County Council, the Transport Authority and transport operators. Congestion is a priority issue and in the town centre it greatly affects the operation of public transport services. A strategy for wider improvements to the town centre will seek to make improvements for reliable operation of public transport.

We will work with developers to ensure new developments have good access to amenities and services by sustainable means. Where developments are close to the town centre 'car free' or 'low car' developments will be promoted. The Council is currently piloting a 'Low Emissions Parking Scheme' which is one of the first of its kind in the UK, in Sheepen Road Car Park. This scheme allows the customer to access cheaper parking if their car is within a low tax bracket (below B). The basis of the idea is to influence behavioural change through car park charges to encourage more sustainable forms of transport such as walking and cycling. For those that are unable to participate in more sustainable transport, this scheme will offer an incentive for the use of more efficient cars. If this pilot scheme is successful it will be rolled out to all other, Council owned, long stay car parks.

Limited improvements to the road network will be made, including the A133 Central Corridor, providing a new A12 Junction and Northern Approaches to relieve pressure on congested corridors and accommodate growth in a sustainable manner. We support the Highways Agency in enhancing the A12 trunk road to improve the reliable operation of this route through the Borough

Development Control



There are potentially huge CO₂ savings to be made with the existing building stock, for example retrofitting and refurbishment standards.

We aim to give residents in Colchester advice on how they can best adapt their homes to become more energy efficient, including the promotion of insulation and giving advice for the use of renewable energy.

Building design is likely to be very different in the future. Changes in the weather, such as with rainfall, wind and the frequency of storms will put extra pressure on buildings, and we must ensure that the existing housing stock can stand up to this and ensure residents are safe in their homes.

We have the ability to grant planning applications to help people to be more sustainable. However schemes will need to demonstrate that they will not result in adverse impacts for example, noise pollution, visual pollution and impacts on residential amenity. The Development Policies DPD will include a policy on renewable energy schemes, which will set out the key criteria that will be used to judge planning applications.

Building Control

Where are we now?

The Building Control Service offers advice and ensures that all controlled buildings meet energy efficiency standards.

Where do we want to be?

The Government has set plans to increase energy efficiency standards in 2010, 2013 and 2016 to achieve carbon zero homes for the future. Our team will enforce these standards.

How will we do this?

By administering the Building Regulations to ensure works are carried out in accordance with Government standards.

Procurement

Where are we now?

Research has been carried out into some areas of procurement, for example our paper supply. We use 72 tonnes of paper a year, and by changing the type of paper we use we can reduce the amount of carbon dioxide created through the manufacturing process by half.

Where do we want to be?

We want the procurement strategy to ensure that all of the products and services we use are from the most sustainable source possible.

How will we do this?

To achieve this, sustainability must be fully embedded into the procurement process through the strategy and also staff training.

Building Control



The building control team provide technical advice on all building regulations including energy conservation. The building control surveyors enforce building regulations throughout Colchester, which includes ensuring the conservation of fuel and power in new and existing buildings. The scope of the regulations is continually expanding and water conservation is soon to be included.

New buildings must achieve an individually set sustainability standard, be it through insulation, efficient heating or the installation of renewable energy sources. This area is set to become more vital in issues of climate change as the Government has already increased energy efficiency standards for new buildings by 20% based on 2002 regulations. This will rise again in 2010 and 2013 with a view to achieving zero carbon by 2016. The Code for Sustainable Homes states that new homes must meet certain criteria in terms of energy efficiency, water conservation, materials, waste, pollution, health and wellbeing, management and ecology. This is currently voluntary but is likely to become part of statutory building regulations in the near future.

Procurement

Colchester Borough Council has revised its Procurement Strategy to ensure that any services or goods we use will be commissioned with sustainability in mind to minimise environmental impact.

Goods produced locally have less carbon associated with them as they have travelled less from source to end use. Additionally the Council must look at whole-life issues by taking into account ease of recycling and end of life disposal costs.

The public sector spends around £150 billion each year on goods and services, showing the scale of the impact we could have on the local marketplace. We will use this influence to encourage suppliers themselves to become more sustainable and by working in partnership with organisations such as the Essex Procurement Hub can maximise the impact of this.

As an employer

Where are we now?

We have an awareness campaign to promote sustainable energy use.

Where do we want to be?

We want each member of staff to actively reduce the energy they use and become more sustainable.

How will we do this?

We will continue with our awareness campaign. We will include sustainability in people's individual objectives.

As an employer

Colchester Borough Council is a large employer in the borough with more than 1000 employees. It is important that all Council employees are actively reducing the energy they use at work and for this reason we will include an aspect of sustainability in each individual's objectives. We will ensure that any new employees are aware of our Nottingham Declaration commitment and our focus on sustainability and energy efficiency as a top priority. To share this message we will include sustainability in induction training to support the general staff awareness campaign.

We are keen to listen to our employees and have carried out a staff survey to establish what our employees already do, their opinions on sustainability issues and also their suggestions on what we should be doing. We had a great response rate of 268 completed surveys which gave us some strong positive feedback. From the results we found that 96% of employees believe that climate change is happening and will affect them and their families, and 99% said that they think it is the Council's duty to reduce our carbon footprint.

References:

- (1) East of England Sustainable Development Round Table 'Living with Climate Change in the East of England – Local Authorities' 2003. Available at www.ukcip.org.uk.
- (2) Intergovernmental Panel on Climate Change (IPCC), 2007: Summary for Policymakers. In: Climate Change 2007: The Physical Science Basis. Contribution of Working Group I to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change [Solomon, S., D. Qin, M. Manning, Z. Chen, M. Marquis, K.B. Averyt, M.Tignor and H.L. Miller (eds.)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA.
- (3) Bows, A et al. 2006. Living within a Carbon Budget, Report for Friends of the Earth and Co-Operative Bank. Tyndall Centre, Manchester.
- (4) Stern, N. 2005. Stern Review on the Economics of Climate Change. Available at http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/stern_review_Report.cfm
- (5) Colchester 2020. Colchester Carbon Challenge; Business Case 2008.
- (6) UNFCCC 2008. Kyoto Protocol 1997. Available at http://unfccc.int/kyoto_protocol/items/2830.php
- (7) HM Government 2008. Climate Change Act 2008. Available at http://www.opsi.gov.uk/Acts/acts2008/ukpga_20080027_en_1
- (8) Office of Public Sector Information. Local Government Act 2000. Available at http://www.opsi.gov.uk/Acts/acts2000/ukpga_20000022_en_1
- (9) CRed Essex 2008 – pledge leaflets. Website available at <http://www.cred-uk.org/essex/>

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“Nobody makes a greater mistake than he who does nothing because he could only do a little”

Edmund Burke (1729-1797)





Colchester

Nottingham Declaration Action Plan



Priority 1 – Reducing our carbon footprint

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

Workstream	Action	Cost	Outcome	Timescale	Lead officer
LACM	Snooze Button	£2,500	Annual saving of 39 tonnes of CO ₂ and £5,000 on energy costs	Dec 08	Lee Spalding
LACM	Time control for vending machines	£90	Annual saving of 56 tonnes of CO ₂ and £7,000 on energy costs	Completed/ on-going	Lee Spalding
LACM	Installation of PowerPerfector at top ten electricity usage sites	£113,000	Annual saving of 313 tonnes of CO ₂ and £41,000	Jan 09	Lee Spalding
LACM	Installation of Eco Flow fuel conditioning at the Town Hall	£1,000	Annual saving of 6 tonnes of CO ₂ and £1,000	Completed July 08	Lee Spalding
LACM	Draught sealing of Colchester Town Hall windows	£10,000	Annual saving of 23 tonnes of CO ₂ and £3,000	Jan 09	Lee Spalding
LACM	Staff awareness campaign	No direct cost – officer time only	Original target within the Strategy and Implementation Plan is to provide an annual saving of 57 tonnes of CO ₂ and £14,000. The purpose of the awareness campaign is to engage staff with saving energy at work. This will hopefully be something that employees then also take home with them. The campaign was split into separate phases to keep it relevant and up to date. Monthly updates are sent out to staff and can also be found on the HUB. To date we have saved approximately 64.7 tonnes of CO ₂ which equates to financial savings of £15,890.	Completed/ on-going	Sam Preston
	Poster campaigns				
	Switch off stickers and monitor switch off league tables				
	Carbon reduction Champions – quarterly meetings				
	Tips, information and updates on the HUB (include daily tip banner on homepage)				
	Articles in one magazine on major projects and updates				

Workstream	Action	Cost	Outcome	Timescale	Lead officer
LACM	Refurbishment of Lion Walk Toilets	£342,000	Annual saving of 12.6 tonnes of CO ₂ and 640,000 litres of water	Completed – July 08	Dave McManus
LACM	Fuel additive added to diesel for waste and recycling fleet	£130 / month	Annual saving of 43.5 tonnes of CO ₂ and £12,325 on fuel costs	Completed/ on-going	Paul English
LACM	Valve and Flange insulation at 12 sheltered housing sites (Colchester Borough Homes)	No cost	Annual saving of 164.8 tonnes of CO ₂ and £17,266 on energy costs	Completed	Bob Barnes
LACM	Upgrading of heating and hot water systems and controls at sheltered housing schemes	£50,000	Annual saving of 111 tonnes of CO ₂ and £15,000 on energy costs	Mar 10	Lee Spalding
LACM	Installation of PowerPerfector within sheltered housing schemes	£30,000	Annual saving of 100 tonnes of CO ₂ and £16,000	Aug 09	Lee Spalding
LACM	Replacement of lighting in multi-story car parks	£500,000	Annual saving of 137 tonnes of CO ₂ and £21,000	Sep 09	Lee Spalding
LACM	Upgrading Moot Hall roof insulation and lighting within Colchester Town Hall	£5,000	Annual saving of 9 tonnes of CO ₂ and £1,000	Jun 09	Lee Spalding
LACM	Upgrading of Building Energy Management systems	£180,000	Annual saving of 189 tonnes of CO ₂ and £26,000	Mar 10	Lee Spalding
LACM	Bio-mass heating system for Highwood Resource Centre	£30,000	Annual saving of 8 tonnes of CO ₂ and £1,000	Feb 09	Lee Spalding
LACM	Replacement of business mileage with electric pool cars	£160,000	Annual saving of 45 tonnes of CO ₂ and £115,000	TBC	Lee Spalding

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Sustainability Action Group	Quarterly meetings with a sustainability representative from each service area	No direct cost – officer time only	Enables the group to discuss environmental initiatives from across the Council and allows for joint working where possible. Acts as a critical friend for any proposed project.	On-going/ quarterly	Matthew Young
Waste and recycling collection	Using biodiesel in the waste and recycling collection fleet	£400,000 / year	Rough estimate – annual saving of 486 tonnes of CO ₂	Completed/ on-going	Paul English
Wind Turbine project	Development of large scale wind turbine in the North of Colchester	TBC	The turbine will provide renewable energy – approximately 2 Mega Watts of electricity which can be sold or used for nearby developments	TBC	Chris Dowsing
Wind Turbine project	Development of wind turbine project group Project group meetings and project plan	No direct cost – officer time only	Group can assess options for taking forward the wind turbine project forward	On-going	Lee Spalding
Spatial Policy	Sustainable Construction Supplementary Planning Document	No direct cost – officer time only	Offers advice on the different types of renewable energy technology, including prices and planning considerations	Completed Oct 07	John Buchanan

Priority 2 – Becoming a community leader

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Colchester2020 Carbon Challenge	Colchester2020 carbon challenge assembly meeting	No direct cost – paid for by Colchester2020	Raising awareness and launch of the Carbon Challenge which is to reduce CO ₂ emissions across the borough by 30% by 2020	Completed March 08	Chris Dowsing
Colchester2020 Carbon Challenge	Colchester2020 business breakfast	No direct cost – paid for by Colchester2020	Raising awareness of carbon reduction to local businesses by bringing them together to share best practice and offer advice and information	Completed November 08	Chris Dowsing
Cred Essex	Obtain 2000 energy saving pledges from local people	No direct cost – officer time only	Raising awareness of carbon reduction to local people. From the pledges we can quantify CO ₂ savings. So far we have 1457 pledges which equate to savings of around 549 tonnes of CO ₂	Apr 09	Sam Preston
LACM	Publicising LACM – develop communications plan	No direct cost – officer time only	To set out how we can make clear to residents, businesses and visitors, the Council's commitment to getting 'its own house in order' by reducing its carbon footprint	Completed	Cathryn Cansdale
LACM	Press release for all major projects	No direct cost – officer time only	This will keep people informed of what the Council are doing Examples so far include; - Colchester Borough Council receives ministerial backing in its fight against climate change (Nov 08) - Carbon Reduction Commitment (Oct 08)	On-going	Sam Preston
LACM	Articles in Courier and Common Ground on all major projects or energy saving updates	No direct cost – officer time only	This will keep people informed of what the Council are doing	On-going	Sam Preston

Workstream	Action	Cost	Outcome	Timescale	Lead officer
LACM	Development of LACM area on the Council's website	No direct cost – officer time only	This will keep people informed of what the Council are doing. Updates will also be added to reflect any relevant press releases	On-going	Sam Preston
Raising awareness – local community/residents	Promotional events	No direct cost – officer time only	<p>This will help to encourage local people to reduce their carbon footprint and become more energy efficient. Examples so far have included:</p> <ul style="list-style-type: none"> - Attendance to give advice and obtain personal pledges at: Wivenhoe Fair, Way We Work workshops, Bike Week breakfast event, Recycling Roadshows, Schools Fêtes, Leadership Day, B&Q for energy saving week, Colchester2020 Business Breakfast, Hythe Heritage Fun Day, Town Centre Road Show, Stanway Community Event - Presentations to: Lion Walk Activity Centre, LACM Members' Event, CBH Tenants' Conference - Publication with Environmental Publication Services (no cost to us) to go to every household and business in the borough - Nottingham Declaration, Stadium Green Way, Warm Homes and Travel Plan articles in the Courier - 'Cut your Carbon' article (Common Ground) - Climate Change section on Council website 	On-going	Sam Preston
	Town centre roadshows				
	Presentations to local groups, businesses and schools				
	Take part in local events and fun days				
	Develop publication to go to every household giving energy saving advice				
	Climate change area on webs				
Giving energy saving advice and tips, information and updates on Council/local activity					
Articles in Courier on all major awareness raising projects and events					
Press release for all major events					

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Supporting local businesses	Develop business green doctor scheme to offer free environmental consultant to local businesses	TBC – subject to funding	Businesses will be able to significantly reduce their CO ₂ emissions while increasing profit through reducing energy costs	Apr 09	Sam Preston
Supporting local businesses	Send out publication to all businesses Offering advice on how to reduce the energy they use	No direct cost – officer time only	This will give businesses advice on becoming more energy efficient and reducing their CO ₂ emissions – will also give them information of where they can get support for this	Jan 09	Sam Preston
Supporting community groups	Support funding applications for local community groups and help them to promote energy efficiency	No direct cost – officer time only	This will help community groups access money for renewable technologies and promoting the benefits of energy efficiency. We are currently working with the Hythe Community Centre to obtain funding for Photo-Voltaic panels and other energy saving initiatives.	On-going	Sam Preston
Waste to Resources	Achieve 26% recycling and 14% composting in the borough by 2011	Costs associated with services provided	Promoting 'Reduce, re-use, recycle' and adapting collection services to: - Reduce waste and associated CO ₂ emissions - Reduce waste to landfill and associated CO ₂ emissions	On-going	Chris Dowsing
Waste to Resources	Promote Eco-Schools programme to all local schools	No direct cost – officer time only	This will encourage schools to become more sustainable and also help to educate young people in the borough to be more environmentally aware	On-going	Valerie Francis
Warm Homes	Promote home insulation energy efficiency	No direct cost – officer time only	This will enable people to reduce energy use therefore CO ₂ emissions while helping to get local people out of fuel poverty. In Colchester the domestic sector counts for 42% of all CO ₂ emissions, and an uninsulated home wastes around a third of the energy used for heating. This helps emphasise the need to target local households to become more energy efficient and to insulate their homes.	On-going	Melanie Rundle


Priority 3 – Delivering Sustainable Services

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Corporate targets	Develop project plans and work towards achieving all corporate targets	No direct costs – officer time only	All Council targets will be monitored through either our Local Area Agreement or our Performance Management Dashboard. The targets will be also monitored individually through relevant project plans.	On-going / specified	Sam Preston
	National Performance Indicator (NPI) 194 Improving air quality				
	NPI 188 Adapting to climate change				
	NPI 186 Reducing per capita CO ₂ emissions				
	NPI 185 Reducing CO ₂ emissions from Council operations				
	NPI 187 Fuel Poverty				
	Colchester Carbon Challenge Reducing CO ₂ emissions across the borough by 30% by 2020				
	LACM Reducing CO ₂ emissions from Council operations by 25% by 2012				

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Group Management Teams (GMT)	<p>GMTs to put climate change on the agenda for meeting when appropriate</p> <p>Climate Change Officer to support services to include issues of sustainability in service area plans</p>	No direct costs – officer time only	This will allow group management teams to consider climate change and sustainability issues in the development of their service plans.	On-going	GMT
Transport	CBC to continue to follow their corporate Travel Plan	No direct costs – officer time only	This will encourage the staff within the organisation to reduce their reliance on the single occupant car therefore reducing CO ₂ emissions through employee travel	On-going	Sarah Ward
Transport	Support Colchester2020 to encourage local businesses to develop their own Travel Plan	CBC contribution £11,000	This will encourage the staff within other organisations to reduce their reliance on the single occupant car therefore reducing CO ₂ emissions through employee travel	On-going	Andrew Budd / Emily Harrup
Energy Performance of Buildings Directive	Obtain Display Energy Certificate and put in public areas in required buildings	£1,650	These are in place and show the public the energy efficiency of our buildings and will show where improvements can be made	Completed Oct 08	Lee Spalding

Priority 4 – Using our powers

Workstream	Action	Cost	Outcome	Timescale	Lead officer
Spatial Policy	Develop a sound and robust Local Development Framework	£63,227 (Inspector costs) £1000 (room hire) Plus officer time, legal and consultant costs and printing	There are policies and guidance documents within the LDF that will help to achieve sustainable development and tackle climate change	Dec 08	Karen Syrett
Building control	Enforce energy efficiency standards in new developments Offer support to developers on how to achieve these standards		This will ensure that new developments have a minimal impact on climate change, the overall aim is to achieve Carbon Zero developments by 2016	On-going	Peter Tyler
Procurement	Develop a new procurement that includes sustainability	No direct cost – officer time only	This will ensure that goods and services used by the Council will have a minimal impact on the environment. It will also encourage suppliers to themselves become more sustainable	On-going	Steve Heath
Human Resources	Provide energy efficiency advice to all staff and make them aware of the Council's commitments on climate change	No direct cost – officer time only	This will help to encourage staff to be more energy efficient both inside and outside of work	On-going	Sam Preston

A photograph of a field of sunflowers, with a semi-transparent green overlay covering the entire image. The sunflowers are in various stages of bloom, with some showing their dark brown centers and bright yellow petals. The background is a soft, out-of-focus field of more sunflowers.

“Nobody makes a greater
mistake than he who does
nothing because he could
only do a little”

Edmund Burke (1729-1797)

**EXTRACT FROM THE MINUTES OF THE MEETING OF THE POLICY
REVIEW AND DEVELOPMENT PANEL
HELD ON 2 MARCH 2009**

Councillor Chapman, (in respect of his membership of Colchester Borough Homes' Board) and Councillor J. Young, (in respect of her spouses' membership of Colchester Borough Homes' Board) declared their personal interests in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).

27. Nottingham Declaration Strategy and Action Plan

The Panel considered a report by the Head of Street Services providing details of the Council's Climate Change Strategy and Action Plan, developed under its Nottingham Declaration commitment, inviting the Panel to consider its contents and provide views and recommendations on its suitability for mitigation and adaptation to climate change.

Samantha Preston, Climate Change Officer, attended the meeting to assist members in their discussions.

Paula Whitney addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1) referring to the better fuel economy of the Council's previous fleet of refuse freighters in terms of carbon emissions, the conclusions of the Waste to Resources Action Programme report regarding the increased cost of collecting mixed waste and sending it to a Materials Recovery Facility and the generally positive effect on climate change of all composting practices.

The report explained that the Nottingham Declaration Commitment was signed by Colchester Borough Council in February 2007, which included a commitment to produce a Climate Change Strategy and an Action Plan to demonstrate its commitment. This had been drafted in September 2008 and had undergone public consultation. The results of the consultation were extremely positive and the strategy had been adapted to accommodate many of the comments that were received.


The overall aim of the strategy was to incorporate all climate change related targets under an 'umbrella' document, allowing progress in this area to be monitored in a joined up way. Under this strategy the Council has four priorities relating to climate change, Reducing our Own Emissions, Being a Community Leader, Delivering Sustainable Services and Using our Powers each of which included aspects of mitigation and adaptation.

The first priority aimed to support the Council in reducing CO₂ emissions from its own buildings and operations; Being a Community Leader set out how the Council would help to raise awareness of climate change across the borough and the various projects that will support a reduction in CO₂ emissions from schools, businesses and residents; Delivering Sustainable Services concentrated on each of the Council services to ensure that they are delivered in a sustainable way and, lastly, Using our Powers is intended to ensure that the Council can maximise its existing influence across the community to help mitigate and adapt to climate change.

The Panel gave particular consideration to the following issues:

- The 'Buy Local' campaign and the possibility of including a reference to this within the Strategy;
- Whether it was possible for the Council to provide additional resources to the Warm Homes Project;
- The diversity implications of the Strategy and the importance of reaching people in rural areas and those whose first language was not English;
- The possibility of extending the insulation programme to the housing managed by Colchester Borough Homes;
- The amount of publicity it was possible to issue in relation to the Strategy bearing in mind relatively limited amount of officer resource available to accommodate the work generated;
- The feasibility of improving all homes in the Borough to the Warm Homes standard.

RECOMMENDED to the Cabinet that the adoption of the Nottingham Declaration Strategy and Action Plan be approved.

Report of	Head of Resource Management	Author	Steve Heath  282389
Title	Capital Programme		
Wards affected	Not applicable		

This report provides an update on the capital programme and recommends the release of funding

1. Decisions Required

- 1.1 To note the current position regarding the capital programme, and the forecast position of capital receipts.
- 1.2 To review the status of the capital schemes put 'on hold' by Cabinet.
- 1.3 To consider the anticipated overspend of £64k against current capital schemes.
- 1.4 To agree the release of funding as set out in paragraph 4.7.

2. Reasons for Decisions

- 2.1 Cabinet last reviewed the capital programme on 10 September 2008. This report provides an update of the level of resources achieved and revised forecasts to enable Cabinet to determine priorities for funding and agree new releases.

3. Alternative Options

- 3.1 The proposals for the release of funds reflect statutory requirements and commitments contained within the 09/10 revenue budget. Alternative options would include releasing funding against anticipated capital receipts, or for the Council to undertake unsupported borrowing to finance the capital programme. However, this second option would require a change to the Council's prudential indicators and increased pressure on the revenue budget to finance additional borrowing costs.

4. Supporting Information

- 4.1 The full capital programme is set out at **Appendix A**. This shows schemes as either fully funded, part funded or unfunded as follows:
 - Fully Funded (FF) – where the full budget for the scheme is available to spend now.
 - Part Funded (PF) – where part of the budget is available to spend now, with a further requirement for more money to be released.
 - Unfunded (U) – where the whole budget of the scheme is unfunded and spending cannot start.
- 4.2 The forecast level of resources to support the capital programme has been reviewed, including an assessment of the level and timing of capital receipts. The table below summarises the forecast through to 2011/12. This shows that the overall programme is currently showing a deficit of £700k. This is largely as a result of reduced capital receipts due to fewer Right to Buy sales and the Easter Group sale, which is now anticipated to be less than previously thought at £1.5m, compared to the original estimate of £2m. It should also be noted that this forecast reflects the additional Disabled Facilities Grant (DFG) received in respect of 09/10, but excludes receipts from the sale of Angel Court

and Layer Road, as well as that from the sale of land surrounding the community stadium. The reasons for this are that some of the Angel Court receipt may be used for alternative accommodation (CSC, PSV and CCTV), and the Layer Road and land receipts will be used to repay debt in respect of the stadium.

Detail	£'000
Total unfunded schemes	3,781.0
Support of revenue projects:	
Accommodation	205.0
Community Stadium	300.0
Total Commitment	4,286.0
Funding available now:	
Capital receipts	336.0
Hsg receipts	138.0
DFGs (additional for 2008/09 & 2009/10)	451.0
Less releases in year	
Life Chances	(70.0)
subtotal	855.0
Forecast funding:	
Capital receipts	1,835.0
Hsg receipts	596.0
DFGs (2010/11)	300.0
subtotal	2,731.0
Total Funds	3,586.0
Surplus / (shortfall)	(700.0)

- 4.3 There remain a number of items not in the capital programme such as:
- Local Authority Carbon Management programme beyond phase 1
 - DFG's for 11/12 (and nothing beyond £629k for 09/10 and £500k for 10/11)
 - Anything beyond what is in the funded programme for Registered Social Landlords and renovation grants
- 4.4 Cabinet on 10 September 2008 agreed to put certain capital schemes 'on hold' pending the resolution of uncertainties relating to capital receipts and capital expenditure commitments. No commitments for the funded projects should be entered into, and the unfunded projects will not have any further funding released. Cabinet subsequently agreed to release £25k of the sum put on hold for the public conveniences programme. The schemes on hold are listed below, as amended by this change.

Schemes put on hold per Cabinet of 10 September 2008 (as amended)	Amount on hold		Total
	<i>Funded</i>	<i>Unfunded</i>	
	£'000	£'000	
Backlog Repairs		150.0	150.0
Support for Parish Councils	50.0	50.0	100.0
Historic Core Zone	160.0		160.0
Maritime Projects		150.0	150.0
Personal Computer Upgrade	0.8	800.0	800.8
Public Conveniences	150.0		150.0
Town Centre Signs	90.0		90.0
Park & Ride	125.0		125.0
East Colchester	222.1		222.1
Total	797.9	1,150.0	1,947.9

- 4.5 The current deficit against the capital programme could be met if funding was removed from the £1.948m of schemes that have been put on hold. The funded element of these schemes totals £798k. Cabinet is requested to review the status of these schemes.

- 4.6 The table below summarises anticipated overspends against current capital schemes. These include legal costs relating to the Community Stadium and Cuckoo Farm pre-development, security and site disposal costs at Layer Road, and additional expenditure relating to the Leisure World parking scheme. Cabinet is asked to approve these variances, noting that this would increase the deficit reported in paragraph 4.2 to £764k.

Scheme	Over/(Underspend)
	£'000
Cuckoo Farm and Stadium Pre-development	52.0
Site Disposal Costs	50.0
Car Park Ticket Machines	15.3
Other minor variations	2.3
Net impact of earlier variances	(55.6)
Total	64.0

Releases

- 4.7 Within the above forecast there is £855k of unallocated receipts available now to release. It is recommended that this is used for the priorities detailed below. It should be noted that these exceed the amount of unallocated receipts by £301k, however there is a level of certainty over future capital receipts that will meet this difference:
- £505k in respect of the community stadium and accommodation revenue costs being funded through the Capital Expenditure Reserve, as reflected in the medium term financial forecast.
 - £629k in respect of funding DFGs for 09/10. This is a statutory requirement and the proposals reflect total grant funding of £429k for 2009/10.
 - £22k in respect of the additional grant awarded for DFGs for 2008/09.
- 4.8 Further releases may be possible soon depending on the timing and value of the Easter Group Sale. It is suggested that Cabinet receive a further report in June at which point further releases may be agreed subject to securing the required level of capital receipts.

5. Proposals

- 5.1 It is recommended that:
- The current position of the capital programme and the forecast position for capital receipts are noted (4.2).
 - The capital schemes put 'on hold' in September 2008 are reviewed (4.4 & 4.5).
 - The anticipated overspend against current schemes is considered (4.6).
 - Funding is released for the schemes set out at paragraph 4.7.

6. Strategic Plan References

- 6.1 The overall capital programme is to be reviewed in line with the revised Strategic Plan and priorities.

7. Financial implications

- 7.1 As set out in the report.

8. Risk Management Implications

- 8.1 Risk management issues are considered as part of all capital projects.

9. Standard References

- 9.1 There are no particular publicity or consultation considerations; or equality, diversity and human rights; community safety; or health and safety implications as a result of this report.

Service / Scheme	New monies				Funded				Unfunded				
	Funded Prog. B/fwd £'000	CBC £'000	Ext. Funding £'000	Total Prog. £'000	Total Funded Prog. £'000	Spend Apr-Dec 2008/09 £'000	08/09 £'000	09/10 £'000	10/11 £'000	09/10 £'000	10/11 £'000	11/12 £'000	Additional Funding Required £'000
SUMMARY													
Corporate Management	2,807.2	(137.2)	0.0	3,970.0	2,670.0	506.6	1,473.3	1,194.4	2.3	0.0	1,300.0	1,300.0	0.0
EMT	273.0	0.0	0.0	323.0	273.0	19.8	50.0	223.0	0.0	0.0	50.0	50.0	0.0
Resource Management	1,501.4	8,182.0	0.0	9,833.4	9,683.4	8,592.6	9,327.9	375.5	30.0	50.0	150.0	100.0	50.0
Street Services	854.2	131.1	157.8	1,239.1	1,143.1	539.0	738.5	426.8	0.0	22.2	96.0	76.0	20.0
Environmental & Protective Serv.	277.2	0.0	46.0	748.2	323.2	28.8	124.9	193.0	0.0	(5.3)	425.0	325.0	100.0
Strategic Policy & Regeneration	16,540.0	2,015.0	6,117.0	25,367.0	24,672.0	8,205.7	10,216.6	13,903.5	603.9	52.0	695.0	695.0	0.0
Life Opportunities	2,934.8	179.8	1,211.3	5,390.9	4,325.9	1,475.0	2,399.5	1,923.7	2.8	0.1	1,065.0	565.0	500.0
Completed Schemes	8.4	(6.5)	15.0	16.9	16.9	17.5	17.5	0.0	0.0	0.6	0.0	0.0	0.0
Total (General Fund)	25,196.2	10,364.2	7,547.1	46,888.5	43,107.5	19,385.0	24,348.2	18,239.9	639.0	119.6	3,781.0	3,111.0	670.0
Housing Revenue Account	4,964.4	0.0	0.0	4,964.4	4,964.4	1,704.1	2,778.0	2,186.4	0.0	0.0	0.0	0.0	0.0
Total Capital Programme	30,160.6	10,364.2	7,547.1	51,852.9	48,071.9	21,089.1	27,126.2	20,426.3	639.0	119.6	3,781.0	3,111.0	670.0

Key to Status column:

Fully Funded	FF
Partly Funded	PF
Unfunded	U

N.B. Summary does not include cost of accommodation from reserve

Reconciliation to previous FASP report
Programme reported to FASP 24 February 2009

Add:

Additional grant for DFGs 2008-09

£'000
48,049.9

22.0

Current Funded Programme

48,071.9

Service / Scheme	New monies				Funded				Unfunded					
	Funded Prog. £'000	CBC £'000	Ext. Funding £'000	Total Prog. £'000	Total Prog. £'000	Spend Apr-Dec 2008/09 £'000	08/09 £'000	09/10 £'000	10/11 £'000	Additional Funding Required £'000	Total £'000	09/10 £'000	10/11 £'000	11/12 £'000
CORPORATE MANAGEMENT														
Town Hall	282.9	0.0	0.0	282.9	FF	282.9	189.6	190.0	90.6	2.3	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Works to the Town Hall associated with the Business Plan. Access work to the Old Library/works to the Moot Hall Kitchen.													
<i>Comments:</i>	Phase 1 works complete. The design for Phase 2 works which will deliver DDA compliant access through the St Runwald Street graveyard is currently being revisited following rejection of the original proposal by the Diocese. Acceptance of the revised design by both the Diocese and English Heritage is hoped to be secured by March 2009. The revised design should be able to be delivered within the existing budget for the project.													
E-Government	123.6	0.0	0.0	123.6	FF	123.6	48.2	123.6	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Works to comply with Government's E-Gov agenda													
<i>Comments:</i>	Budget committed - waiting on supplier to invoice.													
GIS/Gazetteer	50.0	0.0	0.0	50.0	FF	50.0	27.4	50.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Cleansing of LLPG database													
<i>Comments:</i>	Project was delayed, but now progressing. Remaining spend expected in 2008-09.													
Computer Upgrade	0.8	0.0	0.0	800.8	PF	0.8	0.0	0.8	0.0	0.0	0.0	0.0	800.0	0.0
<i>Description of Scheme:</i>	Personal Computer Upgrade (including Councillors Computers) (SCHEME ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). To keep personal computer stock updated													
<i>Comments:</i>	AD2005 Project is now complete. Server migration also completed. Unfunded scheme of £800k for future desktop refresh. Awaiting capital release before progressing - subject to review of capital programme.													
Electronic Service Delivery	480.1	0.0	0.0	480.1	FF	480.1	78.7	320.1	160.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Customer Service Centre. Furtherance of electronic service facilities includes areas identified in business case for CSC													
<i>Comments:</i>	ESD is on track for its spend profile for this financial year, with £180,000 due to be invoiced for the Server Virtualisation project before 31/03/09. Other invoices due, should bring this on target.													
ICT Strategy Development	1,869.8	(137.2)	0.0	2,232.6	PF	1,732.6	162.7	788.8	943.8	0.0	0.0	0.0	500.0	0.0
<i>Description of Scheme:</i>	New capital investment													
<i>Comments:</i>	New capital investment agreed by Cabinet. Of this, £600k was released straight away in order that works could commence, particularly to enable the new telephony system which will be central to the success of the strategy. Pilot projects established for Mobile and Flexible working in Revenues & Benefits (Finance), PP&L and Enterprise and Communities services. Pilot for VOIP telephony also established. Projects for Marketplace integration with Cedar and self-serve HR underway.													
TOTAL - CORPORATE MANAGEMENT	2,807.2	(137.2)	0.0	3,970.0		2,670.0	506.6	1,473.3	1,194.4	2.3	0.0	0.0	1,300.0	0.0
EMT														
Support for Parish Councils	273.0	0.0	0.0	323.0	PF	273.0	19.8	50.0	223.0	0.0	0.0	0.0	50.0	0.0
<i>Description of Scheme:</i>	(SCHEME PARTLY ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). Grants scheme to provide funding to Parishes in delivering projects in their areas													
<i>Comments:</i>	£50k has been allocated this year for Parish schemes and a meeting was held in November 2008 to allocate this year's funds. All other funds already committed to previous year projects. However, spending depends on Parishes completing schemes then claiming funds, so most expenditure will inevitably slip into the following year. (£50k of released funds now on hold per Cabinet).													
TOTAL - EMT	273.0	0.0	0.0	323.0		273.0	19.8	50.0	223.0	0.0	0.0	0.0	50.0	0.0

Service / Scheme	New monies					Funded				Unfunded				
	Funded Prog. B/fwd	CBC	Ext. Funding	Total Prog.	Status	Total Funded Prog.	Spend Apr-Dec 2008/09	08/09	09/10	10/11	Additional Funding Required	09/10	10/11	11/12
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCE MANAGEMENT														
Financial Systems Migration	5.9	0.0	0.0	5.9	FF	5.9	2.8	5.9	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Upgrade of Financial Systems													
<i>Comments:</i>	The new debtors system is now live and the transition between systems in the process of completion. Recurring billing went live in April. Works to integrate Leisure World and CBH debtors to be undertaken.													
Rowan House	0.0	8,182.0	0.0	8,182.0	FF	8,182.0	7,800.0	8,182.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Purchase of Rowan House													
<i>Comments:</i>	Purchase of Rowan House completed on 16 December 2008. Remaining budget spent in January 2009 (stamp duty and professional fees).													
DDA Measures	1,414.1	0.0	0.0	1,414.1	FF	1,414.1	769.3	1,100.0	284.1	30.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Works to civic buildings to comply with requirements of the Disability Discrimination Act (incl. Town Hall lift)													
<i>Comments:</i>	The Town Hall lift project remains on programme and is due for completion in April 2009. The project is still expected to be delivered within the overall budget of £1.4m. DDA works to all other operational buildings were completed in 2007/08.													
Backlog Repairs	0.0	0.0	0.0	150.0	U	0.0	0.0	0.0	0.0	0.0	0.0	100.0	50.0	0.0
<i>Description of Scheme:</i>	(SCHEME ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). Required maintenance to civic buildings													
<i>Comments:</i>	This budget provision is currently being reviewed alongside the new 5 year Building Maintenance Programme.													
Site Disposal Costs	40.0	0.0	0.0	40.0	FF	40.0	20.5	40.0	50.0	0.0	50.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Costs of securing capital receipts													
<i>Comments:</i>	A provision approved by Cabinet on 14 March 2007 to provide for costs associated with sales of sites. The Layer Road site is to be re-marketed. Angel Court is on the market at the moment, awaiting receipt of offers. Initial indications are that at least another £50k will be need to be found to cover items including Layer Road security costs.													
Moler Works Site	41.4	0.0	0.0	41.4	FF	41.4	0.0	0.0	41.4	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Costs associated with provision of three commercial shop units.													
<i>Comments:</i>	Capital receipt now received of which £50k was earmarked for costs associated with the provision of three shop units which will provide the Council with a future revenue income stream. Report to Portfolio Holder for Resources and Regeneration in November 2006 refers. Fitting-out expenditure etc. will not now be before 2009/10.													
TOTAL - RESOURCE MANAGEMENT	1,501.4	8,182.0	0.0	9,833.4		9,683.4	8,592.6	9,327.9	375.5	30.0	50.0	100.0	50.0	0.0

Service / Scheme	New monies				Funded				Unfunded					
	Funded Prog. £'000	Ext. Funding £'000	Total Prog. £'000	Status	Total Funded Prog. £'000	Spend Apr-Dec 2008/09 £'000	08/09 £'000	09/10 £'000	10/11 £'000	Additional Funding Required £'000	Total £'000	09/10 £'000	10/11 £'000	11/12 £'000
	B/fwd £'000	CBC £'000												
STREET SERVICES														
Public Conveniences	582.7	0.0	0.0	582.7	FF	582.7	367.6	432.7	150.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> (SCHEME PARTLY ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008), Toilet refurbishment works.														
<i>Comments:</i> Refurbishment complete at Lion Walk, including the creative convenience design, and final valuation certificates will be due in August. The rest of the public conveniences programme is now being reviewed by the Portfolio Holder in line with the general review of the capital programme. Portfolio Holder has since indicated that the scheme will continue. Dedham currently being tendered for improvements and minor refurbishment is being investigated at Wivenhoe.														
Car Park Ticket Machines	43.7	0.0	0.0	43.7	FF	43.7	42.6	59.0	0.0	0.0	15.3	0.0	0.0	0.0
<i>Description of Scheme:</i> Supply & installation of new pay on foot machines at St. Mary's, St. John's and Leisure World Car Parks														
<i>Comments:</i> Complete. Small retention payment awaited. Additional works were required to improve communications outside office hours with CCTV, and also to improve entry access at St John's. The programme also funded some improvement works at Leisure World car park, including lining and bollards, not originally foreseen.														
Shrub End Yard	49.6	0.0	0.0	49.6	FF	49.6	56.5	56.5	0.0	0.0	6.9	0.0	0.0	0.0
<i>Description of Scheme:</i> Grant from DEFRA + Depot Improvements + Flat Recycling Scheme. Improvements to depot.														
<i>Comments:</i> Redevelopment complete. Includes installation of weighbridge, resurfacing resolution of surface water drainage issues in order to remain compliant with EA waste management licence and installation of secure fencing. Vehicle wash facility has been installed and has completed the budget spend. Budget now also includes remaining balance from Flat Recycling scheme. Scheme finished with small overspend.														
Waste Diversion / Green Waste	33.7	0.0	0.0	33.7	FF	33.7	7.2	7.2	26.5	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> General provision for recycling initiatives including green waste trials etc														
<i>Comments:</i> This will be used to support the expansion of recycling services to residents living in flats in financial year 09/10 through the purchase of a second specialised vehicle.														
Cleaner Streets - investment	34.3	(1.8)	0.0	32.5	FF	32.5	32.5	32.5	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Investment in plant & equipment to support street care and street cleaning operations.														
<i>Comments:</i> Plant and equipment now procured and delivered. New sweeping routes now in place. Town centre sweepers now replaced and in operation. Project complete.														
Vehicle Replacement	23.4	(0.1)	7.8	31.1	FF	31.1	31.1	31.1	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Fleet replacement programme														
<i>Comments:</i> Small fleet replacement programme completed from vehicle R & R fund - remaining replacement vehicles delivered. Project complete. (N.B. £7.8k from R&R not yet approved for release)														
PowerPerformer Voltage Optimisation Equipment	0.0	133.0	0.0	133.0	FF	133.0	0.0	33.0	100.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Installation of equipment at top ten electricity usage sites														
<i>Comments:</i> Equipment ordered and due to begin installation in February 2009. All sites should be complete by June 2009.														
Shrub End Waste Transfer Plant	0.0	0.0	150.0	150.0	FF	150.0	0.0	52.0	98.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> ECC will be funding this project. Work has yet to commence														

Service / Scheme	New monies				Funded				Unfunded				
	Funded Prog. B/fwd	CBC	Ext. Funding	Total Prog.	Total Funded Prog.	Spend Apr-Dec 2008/09	08/09	09/10	10/11	Additional Funding Required	09/10	10/11	11/12
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CCTV - Transfer to Digital	53.8	0.0	0.0	149.8	53.8	1.5	1.5	52.3	0.0	0.0	76.0	20.0	0.0
<i>Description of Scheme:</i> Upgrade of equipment to digital format													
<i>Comments:</i> 1st phase of CCTV upgrade completed March 07. Programme under review due to proposed move of CCTV monitoring centre													
CCTV - Section 106	33.0	0.0	0.0	33.0	33.0	0.0	33.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Provision of CCTV facilities at sites including Crouch Street, Sheepen Road and Maldon Road													
<i>Comments:</i> All work complete. Awaiting invoice from supplier													
TOTAL- STREET SERVICES	854.2	131.1	157.8	1,239.1	1,143.1	539.0	738.5	426.8	0.0	22.2	76.0	20.0	0.0

Service / Scheme	New monies				Funded				Unfunded							
	Funded Prog. B/fwd	CBC Funding	Ext. Funding	Total Prog. £'000	Status	Total Funded Prog. £'000	Spend Apr-Dec 2008/09 £'000	08/09 £'000	09/10 £'000	10/11 £'000	Additional Funding Required £'000	Total £'000	09/10 £'000	10/11 £'000	11/12 £'000	
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ENVIRONMENTAL & PROTECTIVE SERVICES																
Heritage Fund - incl. Roman Walls	102.4	0.0	46.0	348.4	PF	148.4	7.3	103.4	45.0	0.0	0.0	200.0	100.0	100.0	0.0	0.0
<i>Description of Scheme:</i>	Heritage Fund used to enhance public spaces and historic sites, and protect key buildings															
<i>Comments:</i>	Following award of English Heritage Grant (£46k) towards work on the Roman Road section, the tender from Bakers of Danbury was accepted, and work will commence in March 2009. Survey of Balkeine Hill stretch has also been commissioned from Purcell Miller Tritton.															
Heritage Fund - Castle Park Interpretation	50.0	0.0	0.0	50.0	PF	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Heritage Fund used to enhance public spaces and historic sites, and protect key buildings															
<i>Comments:</i>	Work progressing on developing a scheme for interpretation and signing works in Castle Park. Now expected spring or summer 2009.															
Heritage Fund - St Nicholas Square	20.0	0.0	0.0	20.0	PF	20.0	0.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Heritage Fund used to enhance public spaces and historic sites, and protect key buildings															
<i>Comments:</i>	Currently no progress and scheme is currently being re-evaluated with potential reallocation, subject to Portfolio Holder agreement, to another heritage project.															
Museum Store	10.8	0.0	0.0	10.8	FF	10.8	5.5	5.5	0.0	0.0	(5.3)	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Purchase, fit-out and relocation to new store.															
<i>Comments:</i>	Scheme successfully completed.															
Cemetery Extension	0.0	0.0	0.0	125.0	U	0.0	0.0	0.0	0.0	0.0	0.0	125.0	125.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Acquisition of land and provision of infrastructure to enable continuation of burial services															
<i>Comments:</i>	MOD have indicated that they will gift 5 acres of the cemetery extension land in return for residential planning permission for the remaining 1 acre. Negotiations with the Planning Department are currently underway to establish whether this would be acceptable in planning terms. If acceptable an approach to secure the relevant section 106 agreement will be made asap. The capital funding identified here will be required to undertake works to the land. Such works include survey, mapping, levelling, landscaping and fencing along with any access roads that may need to be built.															
Roman Circus	94.0	0.0	0.0	94.0	PF	94.0	16.0	16.0	78.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Interpretation/Visitor Centre for Roman Remains															
<i>Comments:</i>	Funding relates to design and other preliminary work only in order to submit Heritage Lottery Fund bid - full funding for implementation not yet secured. First Stage HLF bid delivered on 2 December 2008 with outcome expected in March 2009. Work currently suspended while awaiting outcome of the bid.															
Redevelopment of Castle Museum	0.0	0.0	0.0	100.0	U	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Provision of match funding towards Lottery bid															
<i>Comments:</i>	Work on developing a First stage Lottery Bid progressing well with bid expected to be delivered in March 2009. Not yet funded.															
TOTAL - ENV & PROT SERVICES	277.2	0.0	46.0	748.2		323.2	28.8	124.9	193.0	0.0	(5.3)	425.0	325.0	100.0	0.0	0.0

Service / Scheme	New monies				Funded				Unfunded						
	Funded Prog. £'000	CBC £'000	Ext. Funding £'000	Total Prog. £'000	Status	Total Funded Prog. £'000	Spend Apr-Dec 2008/09 £'000	08/09 £'000	09/10 £'000	10/11 £'000	Additional Funding Required £'000	Total £'000	09/10 £'000	10/11 £'000	11/12 £'000
STRATEGIC POLICY & REGENERATION															
Park & Ride	535.0	(410.0)	0.0	125.0	FF	125.0	0.6	0.6	124.4		0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> (SCHEME ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). Costs of achieving a Colchester Park & Ride.															
<i>Comments:</i> Early delivery of the A12 Junction is now being pursued through a CIF bid which would mean completion of these infrastructure works by 2011. This provides the ability to concentrate on delivery of the 1000 space permanent park and ride site at North Colchester and ECC have commenced feasibility studies for this site which will require some funding from CBC. Studies as part of the East Colchester Rapid Transit link will establish whether an East Colchester Park and Ride is deliverable in infrastructure terms and part of this funding is likely to be required for further work to possible east Colchester sites.															
Community Stadium Pre-development	(5.0)	15.0	0.0	10.0	FF	10.0	15.1	87.0	0.0	0.0	77.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Preliminary work on construction details, costs and business planning to progress the project.															
<i>Comments:</i> Additional legal costs likely to create an overspend of £38k. This can be partly funded from the predicted underspend on Cuckoo Farm Pre-development of £25k. A final reconciliation of invoices has yet to take place, but the overspend is now lower than previously forecast as some items have cost less than anticipated.															
Community Stadium - Build	4,060.0	410.0	355.0	4,825.0	FF	4,825.0	4,419.5	4,600.0	225.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Construction of new Community Stadium															
<i>Comments:</i> Practical Completion of building achieved 11th July on schedule. 1.5% construction cost retention will be released at the end of the defects liability period - July 2009. It is likely the final cost will be within budget although this will not be certain until final accounts are settled and outstanding risks crystallised. One of the key risks in respect of the earth works has been discharged preventing a costs of £100k from materialising.															
B I C North	2,660.2	0.0	0.0	2,660.2	FF	2,660.2	0.0	0.0	2,660.2	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Business Incubator Units in North Colchester															
<i>Comments:</i> Preliminaries completed with CLG funds. Cost plan review has established that smaller building is deliverable although still reliant on EEDA funding being confirmed and CBC land value. Subject to these and sale of the adjacent land, development could commence in 2009. Site due to be marketed February 2009.															
Cuckoo Farm	53.9	0.0	0.0	53.9	FF	53.9	28.9	28.9	0.0	0.0	(25.0)	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Predevelopment activity (such as specialist input on legal, highway and environmental issues) to facilitate the commencement of the development of Cuckoo Farm.															
<i>Comments:</i> The allocated funding for this work has not been fully utilised but is still needed to review arrangements arising from the Severalls Landowners Agreement, to prepare for the sale of the enabling land, given the change in market conditions. Legal and professional fees are being incurred on an ongoing basis in order to facilitate that Agreement and with the potential acceleration of the A12 junction it is certainly anticipated this advice will continue. Predicted underspend could be used to partly fund the shortfall on Stadium Pre-development.															
East Colchester, Hythe Regeneration	277.1	0.0	0.0	277.1	FF	277.1	0.0	0.0	277.1	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> (SCHEME PARTLY ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). A general provision for the cost of progressing elements of the regeneration of the area from master planning to matchfunding individual projects such as B-Sure.															
<i>Comments:</i> £55k has been committed to fund works on the Public Realm at the Hythe Station. Balance of funding in 2008-09 for general East Colchester budget to be reviewed. Funding spend now delayed due to Network Rail programme.															
Hythe Station Refurbishment	1,000.0	0.0	0.0	1,000.0	FF	1,000.0	1,000.0	1,000.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> S106 funding. Lengthen the platforms at Hythe Station.															
<i>Comments:</i> Work is underway on this project in conjunction with Network Rail.															

Service / Scheme	New monies					Funded					Unfunded									
	Funded Prog.		Ext. Funding		Total Prog.	Spend Apr-Dec 2008/09		09/10		10/11		Additional Funding Required		09/10		10/11		11/12		
	£'000	B/fwd	£'000	CBC	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Hythe Station Environmental Improvements	0.0	0.0	0.0	640.0	640.0	FF	640.0	23.2	40.0	600.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
Improvements agreed by Cabinet in September 2008. This money will be spent in 2009/10 and planning application to be submitted January 2009.																				
King Edward Quay	546.5	0.0	0.0	46.3	592.8	FF	592.8	163.0	592.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
The £300k CLG grant, which it was not possible to claim by the deadline of March 2008, has been replaced by S106 funds and further work is now underway to complete this project.																				
St Botolphs Regeneration	1,030.5	0.0	0.0	55.0	1,630.5	PF	1,085.5	117.7	167.7	917.8	0.0	0.0	0.0	0.0	545.0	545.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
Fund to progress elements within the St Botolphs regeneration area.																				
Funding allocated to specific projects as follows: £170k Temporary Bus Station, £125k Vineyard Gate, £96k Cultural Qtr, £75k MSCP, £100k public realm. Developers for both Cultural Quarter and Vineyard Gate developments remain in place and keen to proceed. Report on Cultural Quarter Heads of Terms was approved by Cabinet on 1 September 08.																				
St Botolphs Public Realm	0.0	0.0	0.0	400.0	400.0	PF	400.0	4.1	24.0	376.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
Work is underway on Phase 1 of this project funded by CLG which includes improvements to firstsite access road, improvements to the Priory grounds and Berryfield Park in consultation with local community and school.																				
Historic Town Centre Improvements	160.0	0.0	0.0	0.0	160.0	FF	160.0	0.0	0.0	160.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
(SCHEME ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). Works to Historic Core Zone.																				
This scheme now led by CBC as project outputs will be social, economic rather than just transportation related. A Project Manager now in place and work continuing on short, medium and long term projects to be identified together with overall vision for town centre core. Public realm strategy for Town Centre commenced due for draft completion by March 2009.																				
Town Centre Improvements	0.0	0.0	0.0	100.0	100.0	PF	100.0	39.0	65.0	35.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
See above - this element is match funding from CLG Growth Point with specific elements to reduce traffic flows through the town centre core, improve the pedestrian environment in the High Street and create an agreed phasing for the future evolution of the town centre core.																				
Maritime Projects	0.0	0.0	0.0	0.0	150.0	U	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	150.0	150.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
(SCHEME ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). Provision for maritime project works.																				
Scheme not funded - subject to review.																				
Firstsite:Newsite	5,163.7	0.0	0.0	0.0	5,163.7	FF	5,163.7	2,350.3	3,563.7	1,600.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>																				
<i>Comments:</i>																				
A supplemental agreement has been signed with Banner Holdings and supporting performance bond put in place in order to deliver a wind and water tight building by 22nd May 2009 at a construction cost of £14.22M. Work has recommenced on site. Any variance to these terms will have to be in accordance with contract procedures. Negotiations continue with the professional advisors to settle on appropriate professional fees costs. The core funding partners have considered the position and funding agreements been amended to allow full draw-down from partners, and have also considered the principle of allowing more funding to the project. A concurrent process is reviewing the potential onward contracts, potential procurement routes, and risks involved in order to deliver a fully complete project as soon as possible at the best price achievable.																				

Service / Scheme	New monies					Funded			Unfunded						
	Funded Prog. B/fwd	CBC	Ext. Funding	Total Prog.	Status	Total Funded Prog.	Spend Apr-Dec 2008/09	08/09	09/10	10/11	Additional Funding Required	09/10	10/11	11/12	
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Firstsite:Newsite Fit-out	0.0	2,000.0	4,750.0	6,750.0	PF	6,750.0	0.0	0.0	6,750.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>															
Funding now included in capital programme for fit-out works (£2m from CBC, and £4.75m from funding partners). Works to be subject to a tendering exercise.															
<i>Comments:</i>															
Public Art - Section 106	49.9	0.0	0.0	49.9	FF	49.9	44.3	46.9	3.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>															
Provision of public artworks funded from Section 106 contributions															
<i>Comments:</i>															
Relates to two schemes: Distillery Lane and Lordswood Road [Fortuna Park] - commission completed in September 2008. Payments made in October 2008 - % of fee retained for 12 months.															
Town Centre Signs (Phase 2)	90.0	0.0	0.0	90.0	FF	90.0	0.0	0.0	90.0	0.0	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>															
(SCHEME ON HOLD AS PER CABINET OF 10 SEPTEMBER 2008). Extension of Town Centre signage scheme.															
<i>Comments:</i>															
Phase 2 works were programmed for installation in 2008 following release of funding (now on hold per Cabinet).															
Assistance to Registered Social Landlords	918.2	0.0	(229.3)	688.9	PF	688.9	0.0	0.0	85.0	603.9	0.0	0.0	0.0	0.0	
<i>Description of Scheme:</i>															
Support to affordable housing schemes															
<i>Comments:</i>															
A small proportion of this budget has been committed in 2009/10 to contribute to a project to enable empty supported housing to be bought back into use. With Continuous Market Engagement (CME) funding through the Housing Corporation we are seeking to augment their funding where opportunities arise in order to increase design and quality standards and/or the number of units provided. This could result in money in this budget being committed for such a proposal. The continuous nature of this external funding means that predicting forward funding commitments is difficult in the current market. Therefore, the balance of funding is currently shown in 2010/11.															
TOTAL - STRAT POLICY & REGEN	16,540.0	2,015.0	6,117.0	25,367.0		24,672.0	8,205.7	10,216.6	13,903.5	603.9	52.0	695.0	695.0	0.0	

Service / Scheme	New monies					Funded					Unfunded					
	Funded Prog. B/fwd	CBC	Ext. Funding	Total Prog.	Status	Total Funded Prog.	Spend Apr-Dec 2008/09	08/09	09/10	10/11	Additional Funding Required	Total	09/10	10/11	11/12	
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
LIFE OPPORTUNITIES																
Community Development - St Annes	29.3	0.0	0.0	29.3	FF	29.3	0.0	29.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>																
Contribution towards community centre in Hanwich Road																
<i>Comments:</i>																
This building is now completed. The remaining money in this budget will be used for the final payments once the defects period is over. The architects, builders and quantity surveyors are currently liaising about the final amount payable. They have confirmed they hope to have this resolved before the end of the financial year 2008-09, although it is possible the payment might be delayed into 2009-10 if these discussions take longer than anticipated.																
Improving Life Chances	32.0	50.0	0.0	147.0	PF	82.0	26.5	26.5	55.5	0.0	0.0	65.0	65.0	0.0	0.0	0.0
<i>Description of Scheme:</i>																
A general provision to enable the Council to support work in improving life chances such as the provision of new community facilities.																
<i>Comments:</i>																
Spend apr-dec 08-09: CAB £10k, Monkwick Youth Shelter £5k, Women's Refuge £10k, Scout Group £1,538.81. Forecast 08-09: unspent monies this financial year will now be spent next year and the profile has been adjusted to reflect this. Forecast 09-10: commitments are £5k for loop systems and £21k for works to improve pathways in Monkwick.																
SOS Bus	0.0	20.0	55.7	75.7	FF	75.7	72.2	75.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>																
To provide a mobile medical / health and customer service centre for the residents, visitors, pupils and businesses of Colchester																
<i>Comments:</i>																
This project, now operated and managed by Open Road, has been fully completed in just 12 months and began operation on the 25th October 2008. To date approximately £321,000 has been raised through various partner agencies towards this project from which about £90,000 is needed to refit, stock and launch the Bus (£75,700 of which is capital expenditure). Open Road will be responsible for identifying long term funding for the project. Remaining capital budget will be spent.																
St Annes Community Centre	29.9	0.0	1.6	31.5	FF	31.5	31.5	31.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>																
Section 106. Car Park Improvements																
<i>Comments:</i>																
Works to improve the car park at the St Anne's Community Centre have taken place and payments made.																
Myland Hall S106	0.0	0.0	15.0	15.0	FF	15.0	15.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>																
Modernisation of Church Hall																
<i>Comments:</i>																
External funding of £15k is section 106 monies which has already been spent on Myland Parish Halls Modernisation Project.																
Hythe Community Centre	0.2	0.0	0.0	0.2	FF	0.2	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>																
S106. Improvements incl. conversion of garage to storage, works to windows and doors and boiler replacement.																
<i>Comments:</i>																
S106 funds released in first phase = £3,960.32. S106 funds released in 2nd phase = £2,026.87. A third release of £1,821.25 was made in January 2008. Remaining unreleased S106 funds total £13,852.56.																
Mandatory Disabled Facilities Grants	1,111.5	0.0	72.0	2,183.5	PF	1,183.5	557.7	772.0	411.5	0.0	0.0	1,000.0	500.0	500.0	0.0	0.0
<i>Description of Scheme:</i>																
Disabled Facility Grants																
<i>Comments:</i>																
Spend on this area of work is very much demand led. The process can be lengthy and can often straddle two financial years as by law it must be available to the applicant for up to 12 months. We are allowed 6 months to determine any valid application from the date it is submitted. The DFG allocation for 2008/9 is already 95% committed - the remainder being available for unforeseen works only. A virement of £50,000 from the renewal budget is to be approved shortly, but there is still likely to be a carryover of DFG applications to the 09/10 financial year. Demand is still exceeding supply, so we are employing a waiting list for approvals again, although at the moment we are not expecting very many cases to exceed the statutory approval timescale. Next year, it is likely the proposed budget will be insufficient to match the anticipated number of applications that will be received, which has resulted from the backlog of cases at ECC Social Services. A revised financial assistance policy offering mandatory DFG and other targeted loans only will be in place for 09/10.																

Service / Scheme	New monies				Funded				Unfunded					
	Funded Prog.		Ext.		Total Funded Prog.		Spend Apr-Dec 2008/09		09/10		10/11		Additional Funding Required	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Private Sector Renewals - Loans and Grants	619.3	0.0	179.3	798.6	PF	798.6	289.4	600.0	198.6	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Loans and grants to private householders														
<i>Comments:</i> Spend on this area of work is demand led. The process can be lengthy and can often straddle two financial years as an approval notice is a legal contract where the funding for the applicant must be reserved for 12 months. When aiming to spend this budget and improve housing quality in the private sector, a timeline of expenditure was modelled in 2007/8 for that year until 2009/10. It has been assumed that expenditure will be incurred broadly evenly over this 3 year period. Demand for works has increased significantly this financial year with 5 units of empty accommodation being restored to use and larger numbers of residents appreciating that help (via recyclable loans under the new policy) is available to maintain and improve their home. Large HMOs need fire safety work and funding is required to bring empty properties back into use. In turn, this assistance will help to regenerate communities and improve residents' health by creating visible improvements in streetscape and promoting safe and healthy homes available to all sectors of the community. This budget is now under severe pressure and it is expected to be fully committed and the majority spent by the end of this financial year with no reasonable prospect of being able to issue any financial assistance next financial year (09/10). A revised financial assistance policy offering mandatory DFG and other targeted loans only will be in place for 09/10.														
Highwoods Community Facilities	19.0	0.0	0.0	19.0	FF	19.0	0.0	0.0	19.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Social Meeting Place														
<i>Comments:</i> This scheme is linked to a United Solutions initiative to create a social meeting place on the Highwoods estate - site now identified following consultation with young people and interested parties which caused considerable delay and is still not sufficiently resolved to allow installation works to take place.														
St Annes MUGA	90.4	0.0	0.0	90.4	FF	90.4	88.2	90.4	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Provision of multi use games area														
<i>Comments:</i> External funding secured from Football Foundation [£55,000] and UEFA Jubilee Funding [£10,000]. £10,000 contribution also agreed from Life Chances programme. Work completed on time and on budget. Some tree planting work outstanding. Claims for all external funding are outstanding.														
Colchester Leisure World - Fitness Pool LACM and Modernisation	0.0	172.0	401.7	573.7	FF	573.7	0.0	125.0	448.7	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Refurbishment of Fitness Pool building														
<i>Comments:</i> Funding agreed by Cabinet on 22nd October 2008, as part of the implementation of Phase 1 projects under the Local Authority Carbon Management Programme, supplemented by funding from the Building Maintenance Programme. The work to replace the Air Handling Unit has commenced and we are through to the 2nd stage of the application process to secure external funding from DCMS (through Sport England).														
Old Heath MUGA Installation & Landscape Improvements	75.0	0.0	0.0	75.0	FF	75.0	0.0	75.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Works to recreation ground														
<i>Comments:</i> Designs and layout being discussed with local resident representatives. Funding and provision of additional complementary facilities being explored by resident group. Work scheduled to take place in 2008/09.														
Opportunity Purchases	53.0	0.0	0.0	53.0	FF	53.0	0.0	0.0	53.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Fund for purchase of open space land and other opportunity purchases														
<i>Comments:</i> Remaining funds (£53k) available for other open space acquisitions. Decision to allocate £100k funding from revenue balances has been reversed.														

Service / Scheme	New monies				Funded				Unfunded					
	Funded Prog.		Ext.		Total Funded Prog.		Spend Apr-Dec 2008/09		09/10		10/11		11/12	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Castle Park - Playground Refurbishment	110.0	0.0	0.0	110.0	FF	110.0	0.0	0.0	110.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Refurbishment of Playground														
<i>Comments:</i> Refurbishment of existing play area has been delayed by English Heritage concerns over the possible disturbance of archaeological remains on the current play area site if new play equipment is to be installed. This is in spite of the play area having been previously refurbished on its current site. Further discussion has taken place and alternative adjacent areas are being looked at to try to resolve a way forward. Scheme being drawn up that will provide greater integration between cafe, new seating area and new play area site. Impact of nursery site access road being considered.														
Messing Village Hall Refurbishment S106	0.0	0.0	28.2	28.2	FF	28.2	0.0	0.0	28.2	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Parish Council proposes to refurbish village hall from section 106 agreement from local development.														
<i>Comments:</i> S106 funds to be released to Messing Parish Council on receipt of invoices associated with the refurbishment work.														
Mersea Pontoon	75.5	(62.2)	0.0	13.3	FF	13.3	11.8	13.3	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Safety works to quay + replacement of Pontoon														
<i>Comments:</i> Floating pontoon installed and DEFRA grant received in 2008-2009. Minor safety works completed on the quay.														
Distillery Lane Playground	35.0	0.0	(10.7)	24.3	FF	24.3	23.8	24.3	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Section 106. Provision of children's play equipment.														
<i>Comments:</i> Play area installation has been completed September 2008. Remaining S106 funds transferred to maintenance.														
East Bay Playground	0.0	0.0	41.3	41.3	FF	41.3	37.3	41.3	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Section 106. Installation of local equipped play area in East Bay Recreation Ground.														
<i>Comments:</i> Work completed and funded from Section 106 money specific to the project.														
Monkwick Youth Shelter	0.0	0.0	20.0	20.0	FF	20.0	20.1	20.1	0.0	0.0	0.1	0.0	0.0	0.0
<i>Description of Scheme:</i> Youth Shelter & Lighting + CCTV														
<i>Comments:</i> Works completed December 2008 funded from Essex Police contribution. Additional £5k works paid for from Life Chances budget.														
St Leonard's Church Wall	353.0	0.0	0.0	353.0	FF	353.0	18.3	33.0	320.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Repair & rebuild boundary walls to a closed churchyard														
<i>Comments:</i> Works being retendered - problems experienced obtaining faculty for diocese - work now due to be undertaken in Spring 2009.														
Resource Centre - Highwoods Country Park	104.2	0.0	87.7	191.9	PF	191.9	6.0	16.0	173.1	2.8	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> S106. Provision of Resource Centre.														
<i>Comments:</i> Final design for proposed extension to Resource Centre and new Bio-mass heating system currently underway (bio-mass heating element of project being funded separately from Building Maintenance Programme). Works due to commence on site Summer 2009.														

Service / Scheme	New monies				Funded				Unfunded					
	Funded Prog.		Ext.		Total Funded Prog.		Spend Apr-Dec 2008/09		10/11		09/10		11/12	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Service / Scheme														
Groundsmen's Building Castle Park	45.6	0.0	0.0	45.6	FF	45.6	41.4	45.6	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
S106. Improvements and building modifications to provide accommodation for Castle Park rangers and grounds maintenance contractors.														
<i>Comments:</i>														
Works complete except for some snagging items - payments being made.														
Mill Road	99.4	0.0	18.5	117.9	FF	117.9	110.9	117.9	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Provision of Play Area and Youth Facilities														
<i>Comments:</i>														
Work commenced July 2008. Project being funded with assistance from Big Lottery Fund and Places for People Fund.														
Westlands Country Park Playground	0.0	0.0	70.0	70.0	FF	70.0	0.0	70.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Works to provide new playground to be completed in 2008-09. Funded from external grants.														
<i>Comments:</i>														
West Mersea	0.0	0.0	23.7	23.7	FF	23.7	0.0	15.0	8.7	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
S106 works. Construction of disabled viewing platform, extension to groynes, and reclamation of grass area.														
<i>Comments:</i>														
Timing of works subject to weather conditions.														
Highwoods Country Park Improvements	52.5	0.0	0.0	52.5	FF	52.5	18.8	52.5	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Section 106. Design and construct new car park, new landscaping and visitor information, repair main culvert.														
<i>Comments:</i>														
New scheme for 2008/2009 being funded from section 106. Funding has been released.														
East Bay Open Space & Riverbank	0.0	0.0	62.8	62.8	FF	62.8	61.3	62.8	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Section 106. Works to improve site access and interpretation of the river and adjacent mill/works to stabilise the riverbank														
<i>Comments:</i>														
Construction work completed. Bank stabilisation works completed. Minor landscaping and repair work to be completed. All works funded from specific section 106 contribution.														
Castle Park Improvements	0.0	0.0	2.3	2.3	PF	2.3	0.0	2.3	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Section 106. Design work to create plans showing overall improvements to the park in a coordinated approach.														
<i>Comments:</i>														
Money released from Section 106 to produce outline drawings for integral approach to Castle Park improvements, subsequent consultation and costed grant application to Big Lottery.														
Birch Under 8's Play Area	0.0	0.0	44.3	44.3	FF	44.3	44.3	44.3	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Provision of a new play area														
<i>Comments:</i>														
Project contained within Big Lottery Childrens Play Programme portfolio. Project completed and Big Lottery grant claimed and received in full. Outcomes of project being monitored by Birch Parish Council														
Boada Skatebowl	0.0	0.0	97.9	97.9	FF	97.9	0.5	97.4	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>														
Provision of new activity area targeted at young people														
<i>Comments:</i>														
Project contained within Big Lottery Childrens Play Programme portfolio. Public consultation on design selection. Concrete bowl facility will be unique in Colchester and meet needs of skateboarders and BMXers. Planning application to be submitted in Feb 09 to include future phases for CCTV and lighting. Work anticipated to commence April 2009.														
TOTAL - LIFE OPPORTUNITIES	2,934.8	179.8	1,211.3	5,390.9		4,325.9	1,475.0	2,399.5	1,923.7	2.8	0.1	1,065.0	565.0	0.0

Service / Scheme	New monies				Funded				Unfunded					
	Funded Prog. B/fwd	CBC Funding	Ext. Funding	Total Prog.	Total Funded Prog.	Spend Apr-Dec 2008/09	08/09	09/10	10/11	Additional Funding Required	Total	09/10	10/11	11/12
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMPLETED SCHEMES (OR WHERE RETENTION ONLY OUTSTANDING)														
Angel Court Atrium Roof	(0.3)	(0.5)	0.0	(0.8)	FF	(0.8)	(0.8)	0.0	0.0	(0.0)	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Replacement of Atrium Roof														
<i>Comments:</i> Works complete.														
Angel Court Air Conditioning	3.4	(0.7)	0.0	2.7	FF	2.7	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Upgrade to Air Conditioning System														
<i>Comments:</i> Works complete.														
Church Rd, Tiptree	0.0	0.0	15.0	15.0	FF	15.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Environmental works funded from Section 106 contribution														
<i>Comments:</i> Works complete.														
St Johns & St Mary's Car Parks -Anti-corrosion Deck Coatings	4.0	(4.0)	0.0	0.0	FF	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Works to car parks														
<i>Comments:</i> Works complete.														
Footway - New Rd, Tiptree	5.0	(5.0)	0.0	0.0	FF	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Footway works funded from Section 278 agreement														
<i>Comments:</i> Works complete.														
Visitor information Centre	3.0	(3.0)	0.0	0.0	FF	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> VIC Refurbishment														
<i>Comments:</i> Works complete.														
Shrub End Sports Ground	(0.6)	0.6	0.0	(0.0)	FF	(0.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Installation of all weather pitch & improvements to Pavilion														
<i>Comments:</i> Scheme complete.														
Bus Shelter Hythe Hill	0.1	(0.1)	0.0	(0.0)	FF	(0.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Installation of new bus shelter to serve Hythe Hill/Maudlyn Way (funded by S106 agreement)														
<i>Comments:</i> Works complete.														

Service / Scheme	New monies				Funded			Unfunded					
	Funded Prog. B/fwd	CBC	Ext. Funding	Total Prog.	Total Funded Prog.	Spend Apr-Dec 2008/09	08/09	09/10	10/11	Additional Funding Required	09/10	10/11	11/12
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Town Centre Queen St, East Bay & East St	4.5	(4.5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Heritage Econ Regen Scheme (HERS). English Heritage Grant scheme.													
<i>Comments:</i> Scheme now closed.													
Customer Service Centre	14.6	(14.6)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Works to CSC offices													
<i>Comments:</i> Works complete.													
Jarmin Road	(32.2)	32.2	0.0	0.0	0.0	0.6	0.6	0.0	0.0	0.6	0.0	0.0	0.0
<i>Description of Scheme:</i> Relocation / prelims. Costs associated with sale of Jarmin Road site.													
<i>Comments:</i> Sale of Jarmin Road completed - final invoice for legal fees now received.													
Youth Parliament	6.9	(6.9)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i> Projects linked to Youth Council													
<i>Comments:</i> Scheme closed.													
TOTAL - COMPLETED SCHEMES	8.4	(6.5)	15.0	16.9	16.9	17.5	17.5	0.0	0.0	0.6	0.0	0.0	0.0

Service / Scheme	New monies				Funded				Unfunded							
	Funded Prog.		Ext. Funding		Total Funded Prog.		Spend Apr-Dec 2008/09		08/09		09/10		10/11		Total	
	£'000	B/fwd	£'000	CBC	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HOUSING REVENUE ACCOUNT																
Decent Homes	3,791.0		0.0	0.0	0.0	3,791.0	FF	1,213.5	1,919.0	1,872.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Scheme to bring council housing stock up to Decent Homes standard together with other upgrade works															
<i>Comments:</i>	In September 2003 the Council committed to achieving the Decent Homes standard in its homes by the end of December 2007. This date has not been met and following cessation of the Inspace contract the Council has directed CBH to review and determine the timescale and cost to complete the programme, and this has been completed. The implications of the review are being discussed. New works will be subject to OJEU regulations which may delay their commencement but an accelerated programme designed to cover emergency failures only has recently been offered to competitive tender. Any unspent resources from 2008/09 will be carried forward to deliver a programme of works in future years.															
Adaptations	801.8		0.0	0.0	0.0	801.8	FF	343.5	649.0	152.8	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Improvements made to Council housing stock to meet specific tenants needs															
<i>Comments:</i>	The balance of the 2007/08 funding has been carried forward to cover the committed spend which will come through in 2008/09. The new 2008/09 funding of £710k was available for allocation from April 2008. For new applications for work under the Adaptations programme there is currently a 12-18 month lead in time until funds are available. 2008-09 funding is expected to be fully spent by year-end.															
Housing ICT	371.6		0.0	0.0	0.0	371.6	FF	147.1	210.0	161.6	0.0	0.0	0.0	0.0	0.0	0.0
<i>Description of Scheme:</i>	Improvements to Housing IT systems															
<i>Comments:</i>	We have undertaken the following initiatives in 2008-9:- the implementation of Academy Contractor is set to go live in March 2009 with final stage payments now being received, improved the IT link to Gosbecks Rd office, procured the microfiche reader printer scanner, produced the mobile feasibility study, implemented Ingres, implemented Trend Boiler monitoring as a pilot in two sheltered schemes and procured National Building Software. Projected expenditure is always subject to change and delivery times will vary due to partnership working. We expect to procure Regional CBL software, and implement NROSH (National Register of Social Housing). Estimated year-end expenditure is around £210k. A feasibility study looking at flexible and mobile working for CBH may be completed in 2008-09, but any resulting costs for IT equipment & new telephony will be met in 2009-10. The project to implement Anti Social Behaviour and Academy Business Connect are both likely to now commence in 2009-10.															
TOTAL - HRA	4,964.4		0.0	0.0	0.0	4,964.4		1,704.1	2,778.0	2,186.4	0.0	0.0	0.0	0.0	0.0	0.0

Note: The schemes above are funded from HRA resources only and therefore do not form part of the General Fund Capital Programme



Cabinet

18 March 2009

Item
10(i)

Report of	Head of Street Services	Author	Chris Dowsing ☎ 282752
Title	Waste prevention and recycling options appraisal report		
Wards affected	All wards		

This report concerns the presentation of potential options for the future delivery of the waste and recycling collection service.

1. Decision(s) Required

- 1.1 That the Cabinet note and comments on the content of the report and agrees the establishment of a cross party Task and Finish Group to explore the options further.
- 1.2 That Cabinet delegates to the Portfolio Holder for Street and Waste Services the task to establish the terms of reference for the task and finish group and its reporting timescale back to Cabinet.

2. Reasons for Decision(s)

- 2.1 The contents of the report have been presented to the Policy Review and Development Panel on 2 March 2009 and the Strategic Overview and Scrutiny Panel on 17 March 2009. The recommendation from the Policy Review and Development Panel was;

RECOMMENDED to the Cabinet that a Task and Finish Group comprising the following membership:

- Liberal Democrats 2 members
- Conservative 2 members
- Labour 1 member
- Independent 1 member

be formed to investigate in more detail the options for and to make recommendations on the future delivery of the waste and recycling service.

3. Alternative Options

- 3.1 To not establish a Task and Finish Group.

4. Supporting Information

- 4.1 The Council's Waste to Resources Policy sets out the Council's desire to move to a vision where;

- **Less waste is produced by everyone**
- **There is an active reuse culture**
- **Home composting is 'the norm'**
- **Being able to recycle is easy for everyone**

- **More waste is recycled and composted than sent to landfill**
- **The collection service is high quality**
- **There is high customer satisfaction with the service**

4.2 In order to achieve this vision and in terms of raising the Council's performance on recycling and composting rates in particular, the Strategic Waste team was instructed to carry out an appraisal into the various potential options for service delivery that could be considered by the administration.

4.3 In order to understand what may be required to improve recycling rates further the Strategic Waste team was instructed to carry out an appraisal into the various potential options for service delivery that could be considered by the administration.

5. Proposals

5.1 The waste prevention and options appraisal report sets out various options that deliver differing levels of performance and cost in relation to the collection of waste for recycling and disposal. Decisions will need to be made as to the levels of performance to be aimed for as well as the levels of finance to be committed.

5.2 The options that have been modelled range from options that look only to increase the levels of participation within the existing schemes operated through to options that include different containers such as wheeled bins and food waste containers also differing frequencies of collection for residual and recycling streams and the introduction of food waste collections.

5.3 The option of outsourcing the delivery of the waste collection and recycling service was not considered as part of this options appraisal. The options of seeking to charge separately for waste collections or restrict the number of black sacks were also not considered.

5.4 The establishment of a cross party Task and Finish Group will allow Members to fully understand each of the options in detail as well as understand the complex issues around behaviour and service delivery that are required to achieve the desired levels of performance.

6. Strategic Plan References

6.1 This decision relates to the strategic plan 2009 – 12 through the corporate objective to be cleaner and greener.

7. Consultation

7.1 At this stage this is purely an option appraisal for consideration and as such no consultation has taken place.

8. Publicity Considerations

8.1 The range of options identified by the report includes the potential for the use of different containers and differing frequency of collection for various waste streams. Each of the options set out in this report show differences in performance and costs related to the frequency of collections.

8.2 All of the options identified in the report could potentially be implemented however it must be recognised that they are all potential options and as such no decisions have been taken regarding the introduction of any of the options.

9. Financial Implications

9.1 The financial implications for each of the options identified in the report are set out in the report itself. Each option carries differing costs and benefits and these have been set out in the report.

10. Equality, Diversity and Human Rights Implications

10.1 There are no areas where this decision will impact on the promotion of equality and overcome discrimination in relation to gender, gender reassignment, disability, sexual orientation, religion or belief, age and race/ethnicity.

11. Community Safety Implications

11.1 There are no community safety implications.

12. Health and Safety Implications

12.1 There are no health and safety implications arising as a result of the decision.

13. Risk Management Implications

13.1 All of the options set out in the report rely on certain levels of public participation in order to achieve the levels of performance and costs set out for each option. This cannot be guaranteed and as such must therefore be categorised as a risk. Increased levels of participation on a permanent basis are crucial to achieving high levels of recycling. Work can be carried out to reduce this risk such as continued and increased education, information and support to householders on reducing, recycling and composting their waste.

Waste Prevention & Recycling Options Appraisal Report

Colchester Borough Council
January 2009



This report has been prepared by:

Chris Dowsing. Strategic Waste and Sustainability Manager
Elisabeth Axmann. Strategic Waste Officer

1. Introduction

It has long been recognised by Colchester Borough Council that dealing with the waste produced and therefore the resources used within the Borough of Colchester, is one of the major environmental challenges the authority faces.

In December 2007 a new waste to resources strategy was produced that set out a vision of how we could make the move to recognising waste as a resource rather than just something to be disposed of.

This waste to resources strategy followed the principles set out in the top three elements of the waste hierarchy, referred to as the three R's, reduce, reuse, and recycle.

The main drive of the strategy was to seek to move towards lower levels of waste being generated in the first place. From that point on, of the waste that is generated, as much as possible should be re-used, then from what remains, the Council should seek to recycle and compost as much as possible in an economically and environmentally efficient way.

Following on from the development of the Waste to Resources strategy the Portfolio Holder for Partnerships and Performance and the Portfolio Holder for Street and Waste Services requested that an options appraisal be undertaken to assess what options were available to the Council to minimise waste and increase the quantities of waste being recycled or composted.

This options appraisal sets out a number of potential options for the delivery of the kerbside collection services that would enable the Council to achieve higher levels of recycling and composting.

There is a relationship between the options appraisal (this) document and the Council's Waste to Resources Strategy. The latter is the output of a process which looked at the Waste Strategy for England published in May 2007 and the emerging Joint Municipal Waste Management Strategy for Essex. The Waste to Resources strategy considered the options and the policies, targets and objectives within both of the strategies and applied them to Colchester.

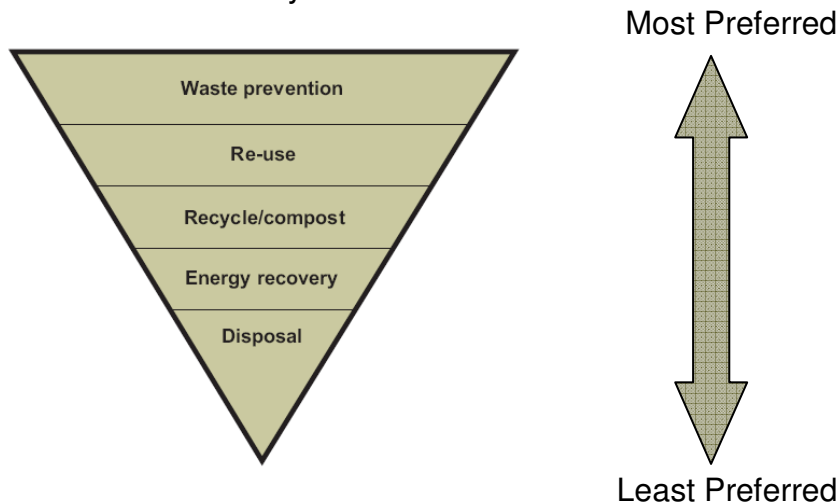
This Options Appraisal looks at the various methods particularly around waste minimisation and collection that the Council might employ in order to meet the vision set out within the Waste to Resources Strategy which is set out below.

- **Less waste is produced by everyone**
- **There is an active reuse culture**
- **Home composting is 'the norm'**
- **Being able to recycle is easy for everyone**
- **More waste is recycled and composted than sent to landfill**
- **The collection service is high quality**
- **There is high customer satisfaction with the service**

1.1 The Structure of this Report

This report considers the waste management options available to the Council in accordance with the preferences of the Waste Hierarchy. The Waste Hierarchy whilst it has long been a guiding principle in waste management, has only recently been set out as a priority order in waste management prevention and management legislation and policy in the EU Waste Framework Directive adopted by the European Parliament and Council on the 19 November 2008.

The Waste Hierarchy



The waste hierarchy identifies that the best way to manage waste is not to generate it in the first place (prevention), followed by reusing or recycling/composting and recovering energy from waste where practicable and finally disposal of waste being the least preferable option.

The Council's previously developed Waste to Resources Strategy aims to further develop the options higher up the hierarchy and reduce the amount left for disposal to a minimum.

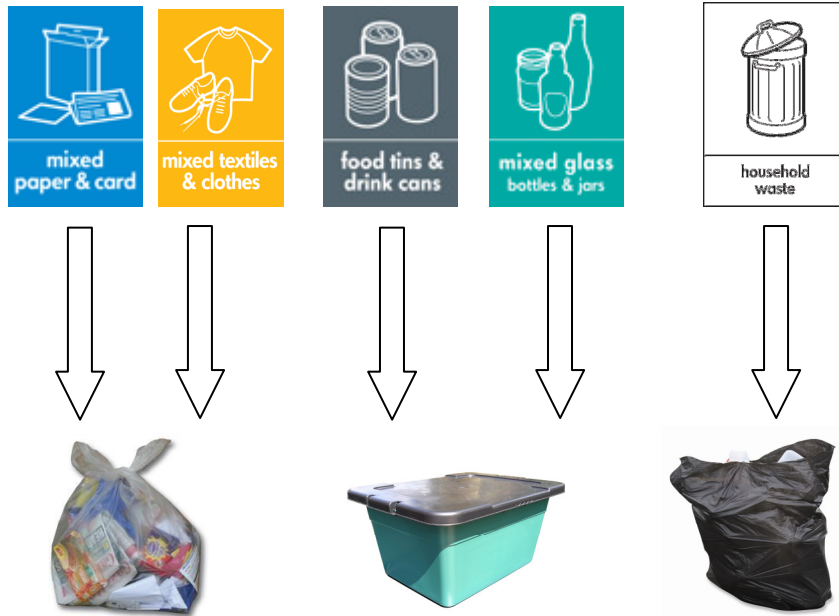
This report considers Waste Prevention & Reuse in the first instance and then Recycling and Composting options. Residual Waste Treatment options are being developed through the Joint Committees of the Essex Waste Partnership as set out in the Essex Joint Municipal Waste Management Strategy.

2. What do we currently do?

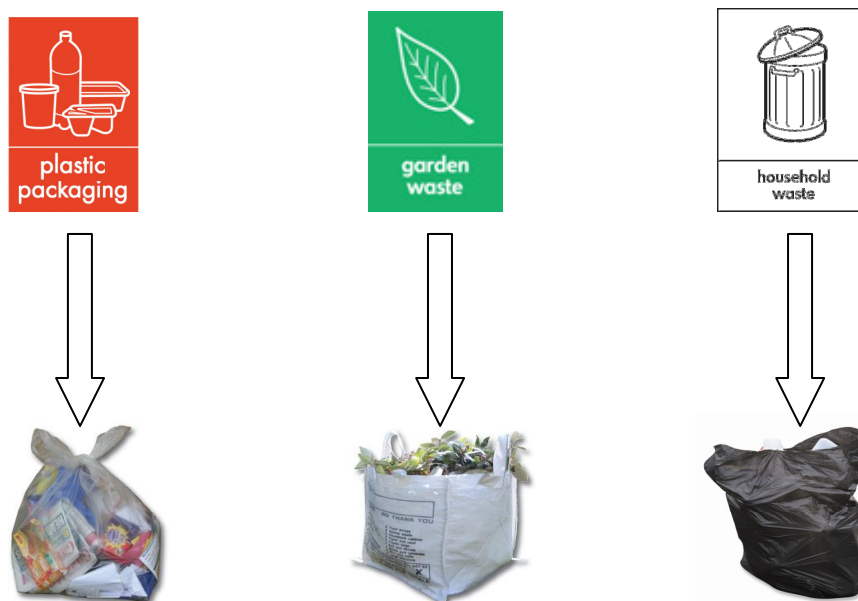
The Council currently operates a collection service for household waste that accepts a wide range of recyclable materials, a residual waste collection service, a bulky waste collection service and a large number of bring sites are also available within the Borough for residents to deposit recyclables.

The kerbside collection service operates where household waste is collected weekly in black bags and recyclables are collected on an alternate weekly basis. Graphical representations of the services provided are shown below.

BLUE WEEK: Paper and card in clear recycling sacks
 Glass, cans and foil in recycling box
 Household waste in unlimited black sacks
 Textiles in a marked clear sack

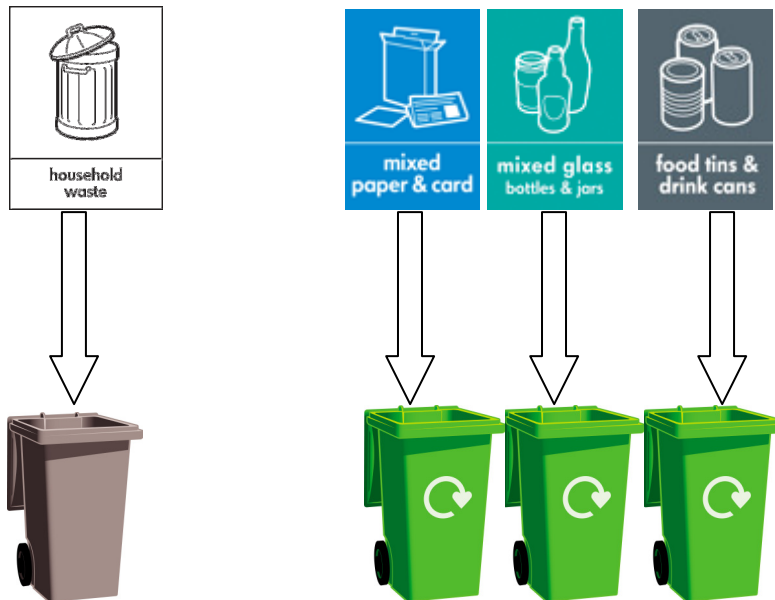


GREEN WEEK: Plastic packaging in clear recycling sacks
 Garden waste in up to four garden waste bags
 Household waste in unlimited black sacks



FLATS:

Flats of three storeys or more receive a different collection service: their refuse is collected from bin stores and/or communal bins; the vast majority also have communal recycling facilities with wheeled bins for paper/card, glass and cans.



What is our current performance?

In 2007/08, our combined recycling rate was 32.79%. This is a combined figure, made up of the percentage of waste that was recycled (known as dry recyclables i.e. paper, glass, cans etc) and the percentage of waste that was composted through the garden waste collection service.

The dry recycling rate was 20.40% and the composting rate was 12.39%.

Another key indicator is the amount of household waste collected per person. Our target for 2007/08 was 375kg of household waste collected per person which was passed by only collecting 362kg per person.

How much does it currently cost?

In 2007/08, the cost of collection for household waste was £49.45 per household.

What are our targets?

The Council has recently entered into the second local area agreement for Essex which contains targets relating to waste management within the 'Our

World' section of the agreement. Under the new national indicator set the main measures for waste have been reduced down to two indicators;

- NI 191 – Residual waste per head (kilograms)
- NI 192 – Household waste recycled and composted (percentage)

Colchester Borough Council's targets under the two indicators are set out in the table below:

Indicator	2008/09	2009/10	2010/11
NI 191	574kg	572kg	519kg
NI 192	34%	35%	40%

There are longer term targets set out in the waste strategy for England published by the Government in 2007 which aims for 40% reuse, recycling and composting by 2010 and 50% by 2020.

Waste Strategy for England 2007 Targets

	2005	2010	2015	2020
Household waste after re-use, recycling and composting (million tonnes-mt) (percentage reduction from 22.2 mt in 2000)	18.6 mt (16%)	15.8 mt (29%)	14.3 mt (35%)	12.2 mt (45%)
<i>equivalent per person figures</i> <i>(percentage reduction from 450kg per head in 2000)</i>	370 kg (18%)	310 kg (32%)	270 kg (40%)	225 kg (50%)
Household re-use, recycling and composting	27%	40%	45%	50%
Municipal waste recovery⁷⁸	38%	53%	67%	75%

Source: Defra

How do we compare?

The Department for Environment Food and Rural Affairs (DEFRA) produces final estimates of municipal waste arisings for England and the regions and those for 2007/8 were published on 6th November 2008.

These can be used to compare our performance with other authorities with regard to recycling rates, waste arisings and costs of service delivery amongst other things.

The tables below compare Colchester's performance against the top ten performing authorities for recycling and composting in the country in 2007/08.

Authority	Household recycling & composting rate %
East Lindsey District Council	58.40
South Hams District Council	57.07
North Kesteven District Council	55.94
Teignbridge District Council	55.58
Huntingdonshire District Council	55.14
Uttlesford District Council	54.50
South Cambridgeshire District Council	53.21
Staffordshire Moorlands District Council	52.87
Rushcliffe Borough Council	52.38
South Shropshire District Council	52.06
Colchester Borough Council	32.79

Authority	Cost of waste collection per household £
South Cambridgeshire District Council	47.31
Teignbridge District Council	48.97
Colchester Borough Council	49.45
North Kesteven District Council	52.29
Huntingdonshire District Council	52.95
Rushcliffe Borough Council	58.52
East Lindsey District Council	61.84
Uttlesford District Council	62.37
Staffordshire Moorlands District Council	62.87
South Hams District Council	65.83
South Shropshire District Council	91.52

Authority	Collected household waste per person, kg
Colchester Borough Council	362
Teignbridge District Council	402
South Hams District Council	403
Uttlesford District Council	404
East Lindsey District Council	419
Rushcliffe Borough Council	420
South Shropshire District Council	427
Huntingdonshire District Council	431
South Cambridgeshire District Council	439
Staffordshire Moorlands District Council	456
North Kesteven District Council	475

Authority	Household dry recycling %
Uttlesford District Council	34.69
South Hams District Council	30.01
North Kesteven District Council	29.15
Rushcliffe Borough Council	26.89
East Lindsey District Council	26.83
Huntingdonshire District Council	26.50
South Shropshire District Council	22.13
Teignbridge District Council	20.57
Colchester Borough Council	20.40
South Cambridgeshire District Council	18.70
Staffordshire Moorlands District Council	18.29

Authority	Household green recycling %
Teignbridge District Council	35.01
Staffordshire Moorlands District Council	34.58
South Cambridgeshire District Council	34.51
East Lindsey District Council	31.57
South Shropshire District Council	29.92
Huntingdonshire District Council	28.64
South Hams District Council	27.06
North Kesteven District Council	26.79
Rushcliffe Borough Council	25.48
Uttlesford District Council	19.81
Colchester Borough Council	12.39

The table below compares Colchester's performance on recycling and the costs of waste collection with the other waste collection authorities within Essex.

Essex Authorities	%	£
Uttlesford District Council	54.50	62.37
Braintree District Council	42.76	65.34
Epping Forest Borough Council	41.00	84.06
Brentwood Borough Council	40.53	53.04
Maldon District Council	34.89	47.07
Chelmsford Borough Council	34.83	67.72
Basildon District Council	32.06	54.42
Colchester Borough Council	32.79	49.45
Castle Point Borough Council	27.06	32.13
Tendring District Council	26.73	32.07
Harlow District Council	22.45	58.19
Rochford District Council	19.00	43.55

Further graphs have been provided as part of the appendices of this report that compare the Council's performance against the top ten performing authorities for recycling and composting in 2007/08, as well as with our Best Value family group of similar authorities as ourselves and with the other waste collection authorities within Essex.

3. Waste Prevention & Reuse Options

Overview

For the purposes of this options appraisal waste prevention is defined as **activities designed to reduce the quantity of waste that would otherwise arise for collection and the re-use of unwanted goods and items to prevent them entering the waste stream.**

Waste prevention sits at the top of the waste hierarchy and the primary aim of any waste strategy is to minimise the amounts of waste being produced. The more we can reduce waste through measures at the top of the waste hierarchy, the less waste will have to be managed through recycling, composting, energy recovery and disposal, and the more the environmental impacts and costs associated with these processes can be avoided.

The amount of waste we produce is increasing all the time. In most of the major European cities around 600 kg waste is produced per inhabitant per year. This waste is above all the symptom of unsustainable methods of production and consumption. It has been proven that each European citizen uses an average of 50 tonnes of resources per year.

Waste prevention can not only lead to reduced costs and resources in relation to waste collection, management and disposal. It can also lead to savings in the processes involved in product generation, for example raw material extraction, energy requirements associated with the manufacture, consumption, and transportation of goods.

There are environmental impacts associated with waste minimisation and reuse which are particularly relevant to the aims of the Council's Nottingham Declaration Strategy for climate change. Once waste is generated and requires management, the collection, reprocessing, transport, treatment and/or ultimate disposal all impact on the environment which result in emissions into the atmosphere.

Waste prevention can also have significant social benefits for local communities. Waste prevention initiatives may offer local employment opportunities and provide local valuable resources that would otherwise be disposed of or transported elsewhere for reprocessing.

Since 2004/05 Colchester has seen a decrease in the overall household waste arisings produced despite the growth in population within the Borough.

Overall waste arisings were 63,538 tonnes in 2004/05 but this has been reduced down to 61,498 tonnes in 2007/08.

Waste prevention activities on a per tonne basis saves the costs associated with the collection and disposal of the waste in the region of £100 per tonne. Set out below are the waste minimisation initiatives that the Council is currently engaged in:

- Love Food Hate Waste campaign
- Bokashi kitchen composters
- junk mail initiatives
- home composting, and
- real nappies.
- The Council has also supported the application for National Lottery awards for all funding by Enform the environmental charity based in Colchester to develop give and take days.

Set out below is a summary of the councils activities in each of these areas.

Love Food Hate Waste Campaign

The Council has fully embraced this new national campaign launched and backed by the Waste and Resources Action Programme (WRAP). Within the Waste to Resources Strategy it was identified that a major element of the putrescible waste found in the black sack was food waste both raw and cooked. From the sampling of residual waste it was identified that 30.4% of material found in the black sack was cooked and uncooked food waste.

When we throw food away, we also waste all the carbon generated as it was produced, processed, transported and stored. This is particularly important given that the whole food supply chain accounts for around 20% of the UK's greenhouse gas emissions. We could make carbon savings equivalent to taking an estimated 1 in 5 cars off the road if we avoided throwing away all the food that we could have eaten.

Apart from damage to the environment, throwing away food that could have been eaten is also a considerable waste of money. Figures produced by the WRAP suggest that a typical household throws away between £250-£400 worth of food a year that could have been eaten. Not only have we paid for the food we also pay for its collection and disposal, through council tax.

As part of the campaign the Council held a competition to find Colchester's 'tastiest leftovers dish'. Five finalists were shortlisted for a cook-off event held at the award-winning Colchester Institute's Centre for Hospitality and Food Studies in November 2008. On the night, finalists had an hour to prepare and cook their dishes using genuine leftovers. Their culinary delights were offered up to judges in front of friends and family and were marked for presentation, taste and the imaginative use of leftovers.

A leftovers cookbook is currently being produced that will include the recipes of all the finalists and the winning entry and this will be used to further promote and publicise the need to manage food properly and prevent the wastage of food.

Bokashi Kitchen Waste Composter

Alongside the Love Food Hate Waste campaign the Council actively promotes the Bokashi Kitchen Waste Composter which can allow residents to compost all of their food waste at home. This includes prepared foods, cooked and uncooked meats and fish, dairy products, eggs, bread, tea bags, coffee grinds, fruit, vegetables and spent flowers.

The use of this system within the home has the added attraction of bringing a realisation to people of how much food they are wasting. It also provides a real alternative to the problem of food waste going into landfill and releasing methane into the atmosphere.

It also provides financial savings in the form of avoided collection and disposal cost as well as the carbon savings associated with the transport for collection and disposal.

Junk Mail

Junk mail is the name given to any unwanted mail such as advertising material and free newspapers. It is estimated that junk mail accounts for around 4% of household waste. With six trees needed to produce one tonne of junk mail that's 4,600 trees being cut down unnecessarily.

In carbon management terms, for every kg of paper prevented, 1kg of CO₂ is avoided. Reducing the amount of junk mail delivered will have a knock on effect on the amount being produced, reducing the need for raw materials to produce the junk mail and reducing printing waste and associated emissions from transport and disposal.

Providing a convenient service through which action can be taken against unwanted mail is beneficial for residents as they have to do very little in terms of action whilst receiving the benefits of less unwanted mail. Residents will also feel they are individually taking action and responsibility to manage their impacts on the environment.

The Council provides information to residents and businesses to advise them of how they can reduce the amount of junk mail they receive in 3 easy ways:

1. Addressed Mail

Registering with the mailing preference service (MPS). Your name will be removed from up to 95% of Direct Mail Lists that are used by companies to

market their products or services. You can register online at www.mpsonline.org.uk or call 0845 703 4599.

2. Unaddressed Mail

Opt out of the Royal Mails delivery of unaddressed mail. Much of the junk mail that we receive is delivered by the Royal Mail regionally to every household. To Opt Out email optout@royalmail.com.

3. Local Mail

Stick the 'no junk mail sticker' near your letterbox. This will help reduce the amount of local mail such as fliers, leaflets and newspapers being delivered through your door. No junk mail stickers are available via email wastemanagement@essexcc.gov.uk or contact 0845 603 7625.

Home Composting

Home composting is the most widespread and well established activity promoted and/or supported by local authorities to reduce waste entering the waste stream. It helps improve the quality of the soil and conforms to the proximity principle and the principle of self sufficiency.

The Council has promoted the use of home composters for many years and it is the preferred method for dealing with raw fruit and vegetable scraps, tea bags and coffee grounds, crushed eggshells, grass clippings and hedge clippings and dead plants etc.

The home composters, of varying sizes are heavily subsidised and residents are able to purchase them via a dedicated website or via a dedicated telephone number. 6,155 home composters were sold to residents of the Borough between 2005 and 2008. A figure of 200 kilograms per annum is a widespread benchmark for the amount of was diverted per year into a home composter.

Real Nappies

Real nappies provide an alternative to disposable nappies for householders keen to reduce the waste they generate, and for local authorities looking to reduce the costs associated with collection and disposal and the environmental consequences of treating and disposing this element of the waste stream.

By their very nature, the most significant environmental issue with using disposable nappies is their disposal. Disposable nappies are responsible for 4% of household waste in the UK, where around 8 million disposable nappies are thrown away every year. The vast majority of nappy waste in this country is land filled. One of the top environmental concerns with landfill is the release of methane, a major green house gas, from the decomposition of paper, wood, food waste and green wastes. Other environmental impacts include

water pollution and odour problems. Landfill sites also require land, which is in increasingly short supply.

Studies estimate that ordinary disposable nappies take at least 200 years to decompose. This means that every disposable nappy previously sent to landfill is still sitting there. The plastic parts of the nappy may sit there indefinitely. The most effective environmental solution to the waste problem is to reduce the generation of waste. New parents can do their bit to reduce waste by choosing real nappies in preference to disposable nappies.

Studies have shown that nappy laundry services use 32% less energy than home washing and 41% less water.

The cost of real nappies is often a prohibiting factor for parents and therefore offering a financial incentive is the most common means of overcoming this barrier.

In partnership with Essex County Council, the Council promotes the use of real nappies via its website and also in its recycling guide, which was posted to every household in the Borough in March 2008. Council officers had information and leaflets about real nappies at a town-centre roadshow in both summers of 2007 and 2008.

Give and Take days

Give and take days are pre publicised events that enable residents to reuse their unwanted items within the community and access usable items unwanted by other residents at no cost. En-form, the Environmental charity based in Colchester applied for and received funding from National Lottery Awards for All with the support of the Council to hold 6 give or take days in the Borough over the next 12 months starting with the first event which was held in Wivenhoe in October 2008. As the table below shows, there were 2046 items donated. A few boxes of books, clothing and toys were taken by the local Charity Shop. Of the 2046 items given over 81% found a new home.

Item Count	In	Out	Waste	Left
Books & Mags	432	379	0	53
Toys	416	334	0	82
Textiles	202	183	0	19
Vids, Cds DVDs	293	221	0	72
Kitchenware	211	141	0	70
Bric a Brac	146	146	0	0
Garden	17	16	0	1
Small Furniture	16	13	0	3
Misc	181	107	5	69
Baby Items	18	18	0	0
Bikes	5	5	0	0
Games and Puzzles	71	71	0	0
Electrical Items	38	38	0	0
Total	2046	1672	5	369

In addition 25 pairs of glasses were donated for use in developing countries and 3 mobile phones for recycling.

In order to ensure that the Give and Take Days are run to the highest of standards and to ensure consistency between events the Council could offer support to interested third sector parties and prepare guidance material in how an event should be organised and run as well as a means of recording performance at events. There may also be support from the Council in relation to the appropriate disposal of unwanted goods arising from the Give and Take days.

There are clear environmental benefits resulting from the establishment of Give and Take days primarily resulting from the diversion of waste from collection and then treatment/disposal with the resultant positive climate change effects. The reuse of goods prevents these goods adding to carbon emissions from collection, re-processing, treatment or disposal as well as reducing the demand for raw materials to produce new goods.

There are also social benefits to be gained from enabling community groups to engage with the community and express their ideals whilst providing a service for those in the community. It also allows the Council to promote the idea of sustainable communities and is a valuable educational tool to encourage behavioural change in residents in terms of moving up the waste management hierarchy.

The events could also benefit members of the community with little disposable income so that they are able to attain items new to them at little or no cost.

Actions the Council could take to enable this to take place could include;

- the development of guidance on the website on how to successfully deliver Give and Take days and establish an online monitoring form and develop an information pack for interested groups
- Hold a workshop with interested parties to learn about the Give and Take days, including how to run an event, what the benefits may be, and monitoring requirements
- Hold follow-up meetings with interested parties where appropriate to establish and maintain commitment to deliver Give and Take days, aim to deliver events at a set rate per year

Doing more.

Recycling has now become a mainstream activity with more people claiming to recycle than ever before. However national targets for recycling will require even more people to recycle and everyone to recycle more of their waste.

WRAP in the autumn of 2007 commissioned some research to explore people's barriers to recycling at home. The objective of the research was to generate a more rigorous, detailed and in-depth understanding of what prevents householders from recycling or recycling more than they could. The work involved three stages:

- developing a conceptual framework for investigating the various barriers to recycling, drawing on the evidence of recent published literature;
- undertaking qualitative depth interviews with 73 householders to explore barriers in detail; and
- carrying out a quantitative household survey with 1,512 householders drawn from a sample of nine local authorities in England, regionally representative and covering a cross section of three recycling collection regimes – weekly residual and weekly recycling; weekly residual and fortnightly recycling; and alternate weekly collection of recyclables and residual waste.

The research has led to some important fresh thinking about how different population groups might be engaged more effectively by recycling campaigns especially at a more local level. It has also clarified that four very different types of barrier exist:

- situational barriers including not having adequate containers, a lack of space for storage, unreliable collections, unable to get to bring sites;
- behaviour, for example not having the space or systems in place in the home to recycle, being too busy with other preoccupations, difficulties in establishing routines for sorting waste and remembering to put it out;
- lack of knowledge such as knowing what materials to put in which container, and understanding the basics of how the scheme works; and
- attitudes and perceptions such as not accepting there is an environmental or other benefit, being resistant to householder sorting or not getting a personal motivational reward from recycling.

Very different messages and operational actions are needed to respond to these wide ranging barriers. Some interventions will be operational (service improvement) others about information and practical advice about how to use the scheme, and others motivational; showing why participation is worthwhile.

In order to select the most appropriate intervention for a given audience, a clear analysis of the prevalent barriers is required.

In order to increase the levels of participation in the collection schemes it is recommended that Colchester undertakes some analysis into understanding the barriers that residents feel exist that prevents them from fully participating in recycling and the messages that would best be used to encourage them to take part.

A proposal has been developed that would create a 'door stepping' team that would conduct interviews and offer support and guidance face to face with residents on how to reduce waste and recycle more using the council's service.

This proposal is currently being discussed with communications experts who have experience in this approach and have applied it successfully elsewhere as to how best this method of encouraging participation and giving information and support could best be delivered.

Appraisal of kerbside collections options for household waste

What could we do in the future?

As part of the ongoing work being undertaken by the Essex Waste Partnership in 2006/07 that was seeking to develop a joint municipal waste management strategy for Essex, it was decided that to aid decision making on possible future collection service options a modelling tool be used to assess options that provided for high recycling and took value for money into account.

Essex County Council (ECC) commissioned AEA Technology (AEA), an environmental consultancy, to undertake waste system design modelling on its behalf, as part of the Waste Strategy Project. Two models were used to assess the whole system costs (ie Waste Collection Authority [WCA] and Waste Disposal Authority [WDA] costs) of household waste collection, treatment and disposal options namely the Kerbside Analysis Toll (KAT) and Wasteflow. KAT was used to model the kerbside collection costs of household waste. The outputs from the KAT model were fed into AEA's proprietary Wasteflow model and the overall costs of the whole waste management system to the WDA and WCA were then calculated between 2006/07 and 2038/39.

KAT is a Microsoft © Excel™ workbook that provides a method of assessing the costs of different kerbside collection options for meeting household waste recycling targets. It was considered the most appropriate for this task by ECC and AEA, because it was prepared for Waste & Resources Action Programme (WRAP), a not-for-profit company funded by government. KAT is primarily intended as an aid to WCAs in the planning of new kerbside collection systems. It can be used to establish the relative costs of implementing different systems. By running different scenarios, it can help to assess and to compare collection options to identify the most financially viable. It is important to note that the costs projected by KAT are standard costs. These costs are not the same as the contracted price.

Participation rates

This section explains set out, participation and capture rates as used in the Options, which are described in the following section. The definitions for set out, participation and capture rates as used in KAT are as follows:

- Set out rate – the number of households that set out a material on a given collection day per household served; as a rule of thumb the set out rate is assumed to be about 10% less than the participation rate
- Participation rate – a participating household is defined as the number of served households putting out a container at least once per month
- Capture rate – the amount of each targeted material set out by the participating households compared to the amount of the targeted material generated by the participating households. It is derived from

the participation rates and the collected tonnage of each material by the district.

In the Baseline the participation and set out rates were tailored to each district's current performance. The chosen rates are averages for the whole of the UK and ECC considered them realistic achievable rates for all the districts. The rates were kept the same for each district to give a fair comparison. Given the proposed investment by WDA and WCAs in education and promotional material (up to £3.50 per household in the Options models), these rates were considered realistic by ECC for Essex authorities.

Description of ECC's options

The options listed here are individually represented in the flowcharts below. Please note that the kerbside sort recycling collection in Options 1 and 2 consists of householders mixing paper, glass, cans and plastics in two recycling boxes, which the crew take to the vehicle to sort.

- Do nothing: this option is not graphically represented as it is the same as the Baseline only without the introduction of a MBT plant for residual waste in 2013/14
- Baseline: Service as offered in 2006/07

Baseline	Set out	Participation	Capture
Weekly refuse	95%	-	-
Alternate weekly paper, plastics and textiles	55%	65%	50%
Fortnightly garden waste	55%	65%	287%*
Alternate weekly glass & cans	55%	65%	63%

- Option 1: Kerbside sorted recycling with separate garden and food waste collections
- Option 1 + Transfer Station: this option is not graphically represented as it is the same as Option 1 only with the introduction of a Transfer Station (TS) in 2013/14

Options 1 & 3	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly recycling (kerbside, respectively comingled)	75%	85%	75%
Fortnightly garden waste	75%	85%	287%*
Weekly food waste	55%	65%	75%

Note: *Our garden waste capture rate was calculated to be unrepresentatively high (ie 287%) because the amount of garden waste in waste composition data used in KAT was unrepresentatively small. The fraction of garden waste, included in the waste composition snapshot based on local data from 2004 was unrepresentatively small (7.8%). Therefore the amount of garden waste calculated to be in the waste stream (ie potentially collectable) was only close to half as much as was actually collected in 2006/07. To calculate the garden waste capture rate this small amount of garden waste had to be multiplied by

the Baseline's participation rate of 65% of those households that received a garden waste collection (65,000 out of 71,078).

- Option 2: Kerbside sorted recycling with mixed garden and food waste collection
- Option 2 + TS: this option is not graphically represented as it is the same as Option 2 only with the introduction of a TS in 2013/14

Options 2 & 4	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly recycling (kerbside, respectively comingled)	75%	85%	75%
Fortnightly mixed food and garden waste	75%	G = 75% F = 40%	G = 287%* F = 75%

- Option 3: Comingled recycling with separate garden and food waste collections
- Option 3 + TS: this option is not graphically represented as it is the same as Option 4 only with the introduction of a TS in 2013/14
- Option 4: Comingled recycling with mixed garden and food waste collection
- Option 4 + TS: this option is not graphically represented as it is the same as Option 4 only with the introduction of a TS in 2013/14

Set out in the Tables on the next five pages are the pictorial description of each of the options along with the associated levels of recycling performance and the collection costs of the option on a per tonne basis.

The tables also show the frequency of collections for each of the materials in the option. It was also decided to include the end treatment or disposal route for each for the materials to aid understanding.

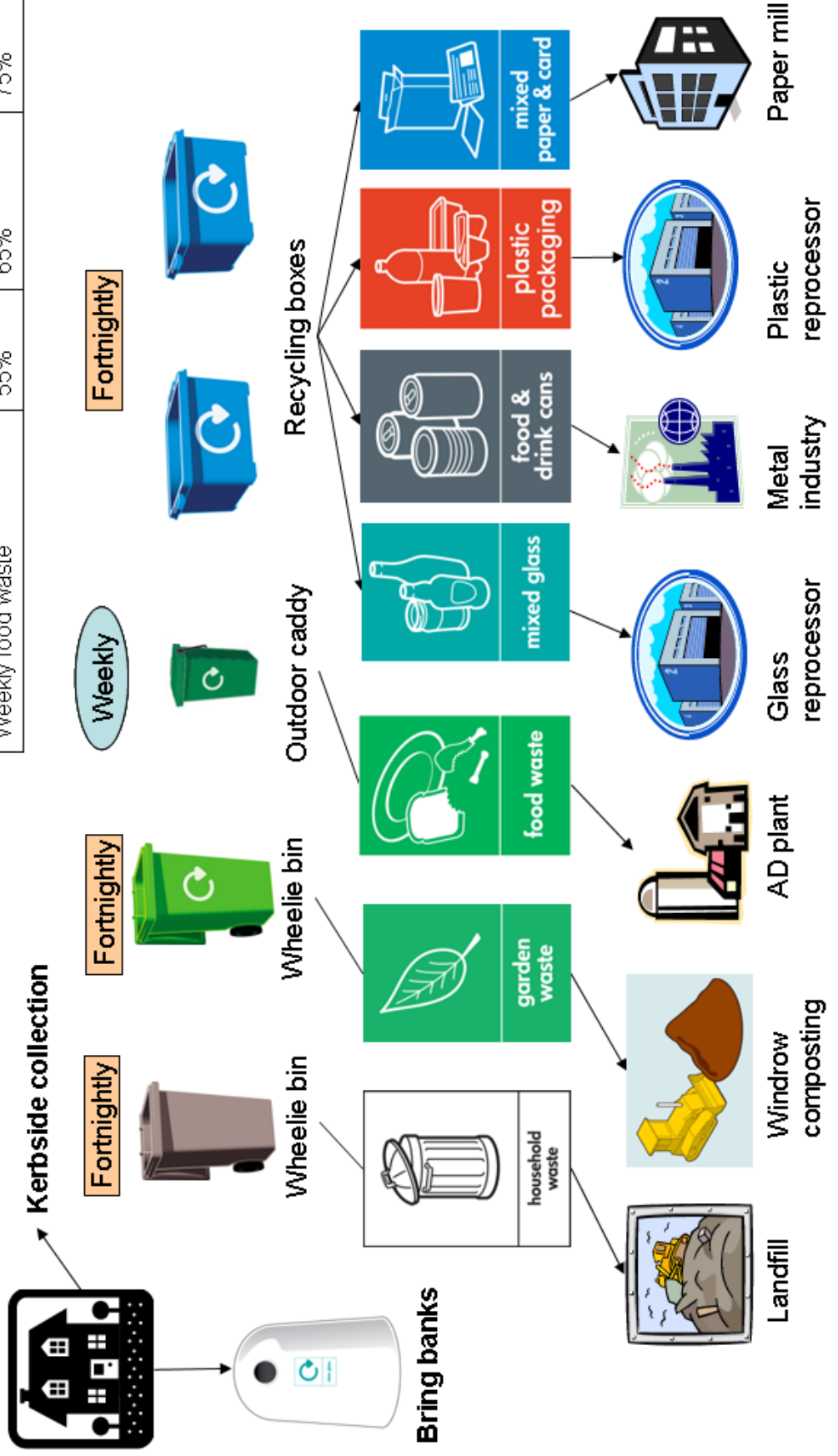
Scheme: Baseline 2006/07
Performance: 31%
Price per tonne collected: £53

Kerbside collections	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	55%	65%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	55%	65%	63%



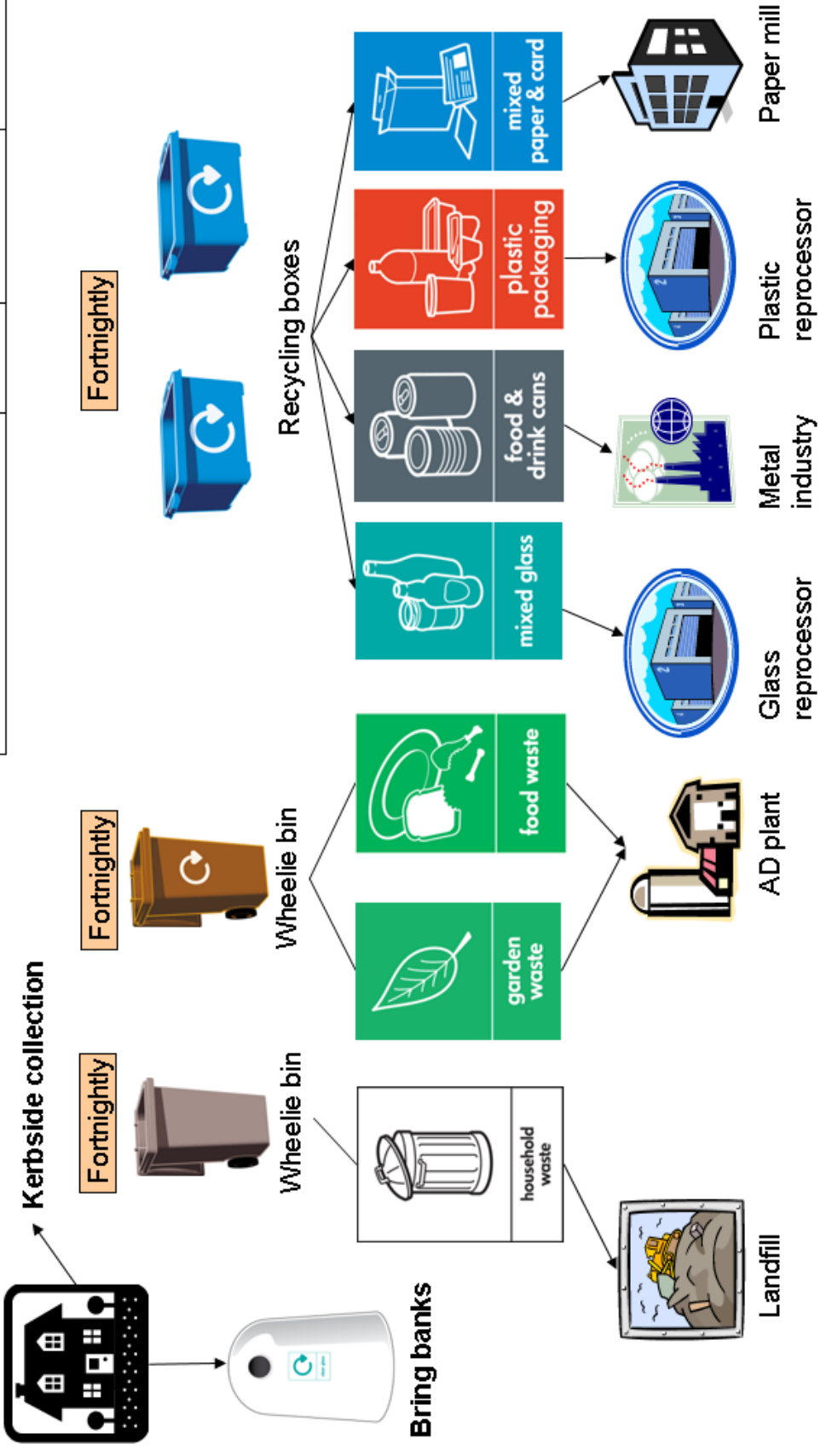
Scheme: Option 1
Performance: 54%
Price per tonne collected: £59

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly kerbside recycling	75%	85%	75%
Fortnightly garden waste	75%	85%	287%*
Weekly food waste	55%	65%	75%



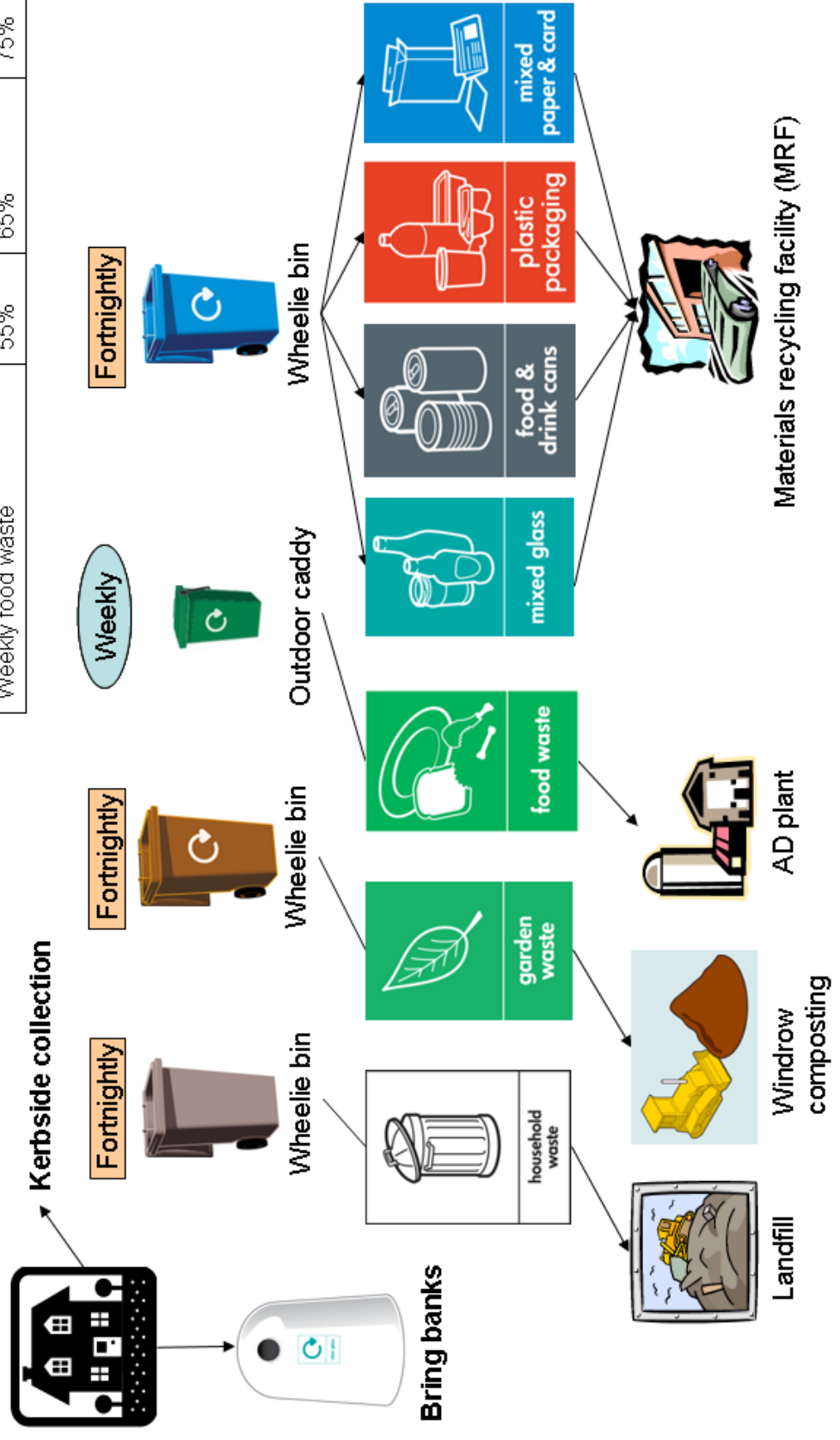
Scheme: Option 2
Performance: 48%
Price per tonne collected: £54

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly kerbside recycling	75%	85%	75%
Fortnightly mixed food and garden waste	75%	G = 75% F = 40%	G = 287%* F = 75%



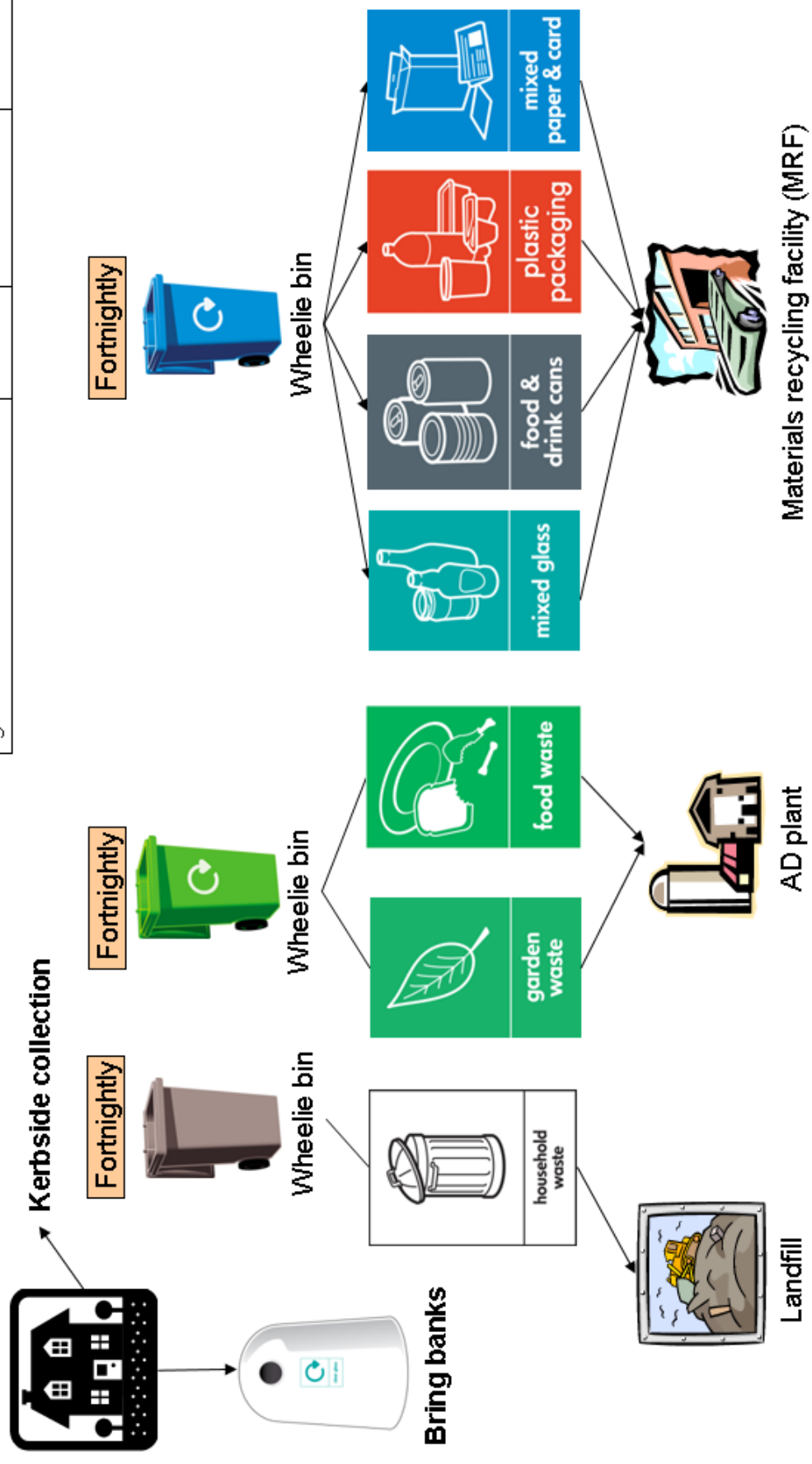
Scheme: Option 3
Performance: 51%
Price per tonne collected: £76

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly commingled recycling	75%	85%	75%
Fortnightly garden waste	75%	85%	287%*
Weekly food waste	55%	65%	75%



Scheme: Option 4
Performance: 45%
Price per tonne collected: £71

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly comingled recycling	75%	85%	75%
Fortnightly mixed food and garden waste	75%	G = 75% F = 40%	G = 287%* F = 75%



Modelling assumptions as employed by ECC

This section represents only a brief summary of all the assumptions used in the modelling undertaken for ECC. The full set of detailed assumptions, as distributed to CBC by ECC can be found in Appendix 1 “General assumptions for all Essex districts”.

WRAP suggested four waste management systems that they believed would provide the most significant increase in recycling and landfill diversion performance whilst taking value for money into account, these then became the options modelled in this project. ECC recognised that there are a number of potential variations to the choices made. However, the limited time and resources available for the project did not permit the modelling of multiple options.

The future collection systems modelled in the Options have been based on alternate weekly collection (AWC) of refuse and recycling as there is strong evidence nationally that this is a cost effective way of increasing participation in recycling and overall recycling rates.

The chosen baseline year was 2005/06 (although 2006/07 base data was used for CBC since this had been available). In the modelling, the 2005/06 base prices have all been inflated three years to 2008/09. Different types of costs have been inflated at appropriate rates.

For each collection system in KAT, only one vehicle type can be selected. Therefore in our Baseline model, where several different types of collection vehicles are in operation, an average payload is calculated and a corresponding vehicle selected for the purposes of the modelling only. As several of our vehicles are not represented in KAT and our service consists of three different types of collections schemes, a best approximation in terms of vehicles and collections scheme had to modelled.

Differences in assumptions between the Baseline and ECC’s Options

Here are some of the differences in assumptions between our Baseline and the Options modelled by ECC, which explain to a large degree the vast difference between their relative performances and costs.

Assumption	Baseline	ECC’s Options
Set-out rate for recycling	55%	75%
Participation rate for recycling	65%	85%
Capture rate for recycling	50% or 64%, resp.	75%
Reason: ECC believes that their higher set-out, participation and capture rates are realistically achievable rates for all districts based on the proposed investment in education and promotion and allow for a fair comparison.		
Crew working hours	6.5 hrs	7.5 hrs
Reason: Our crews work on a ‘task and finish’ basis, whereas ECC decided to		

use the higher KAT default figure for all new Options across all districts.		
Average income per tonne of recyclables in 2008/09 collected at the kerbside	£16/t	£74/t
Reason: The higher per price tonne in ECC's Options was used (instead of our average income from the Baseline) in the modelling for all other districts to make the results comparable.		
Reject rates for all dry recycling collected at kerbside	0.5% was deducted	For kerbside sort Options 1 & 2: 0% was deducted
Reason: According to ECC, the 0.5% reflects the amount of contamination reported by districts in their BVPI audited data at their local Material Recycling Facilities (MRFs). However, to reflect current practice districts are penalised 0% for their recycling sent directly to third party reprocessors.		

Results for each option – costs & performance

Separate food and garden waste collection systems have the highest recycling rate. The kerbside sorted dry recyclables collection system provides a higher recycling rate than co-mingled dry recyclables collection because rejected contamination by the MRF represents a smaller fraction.

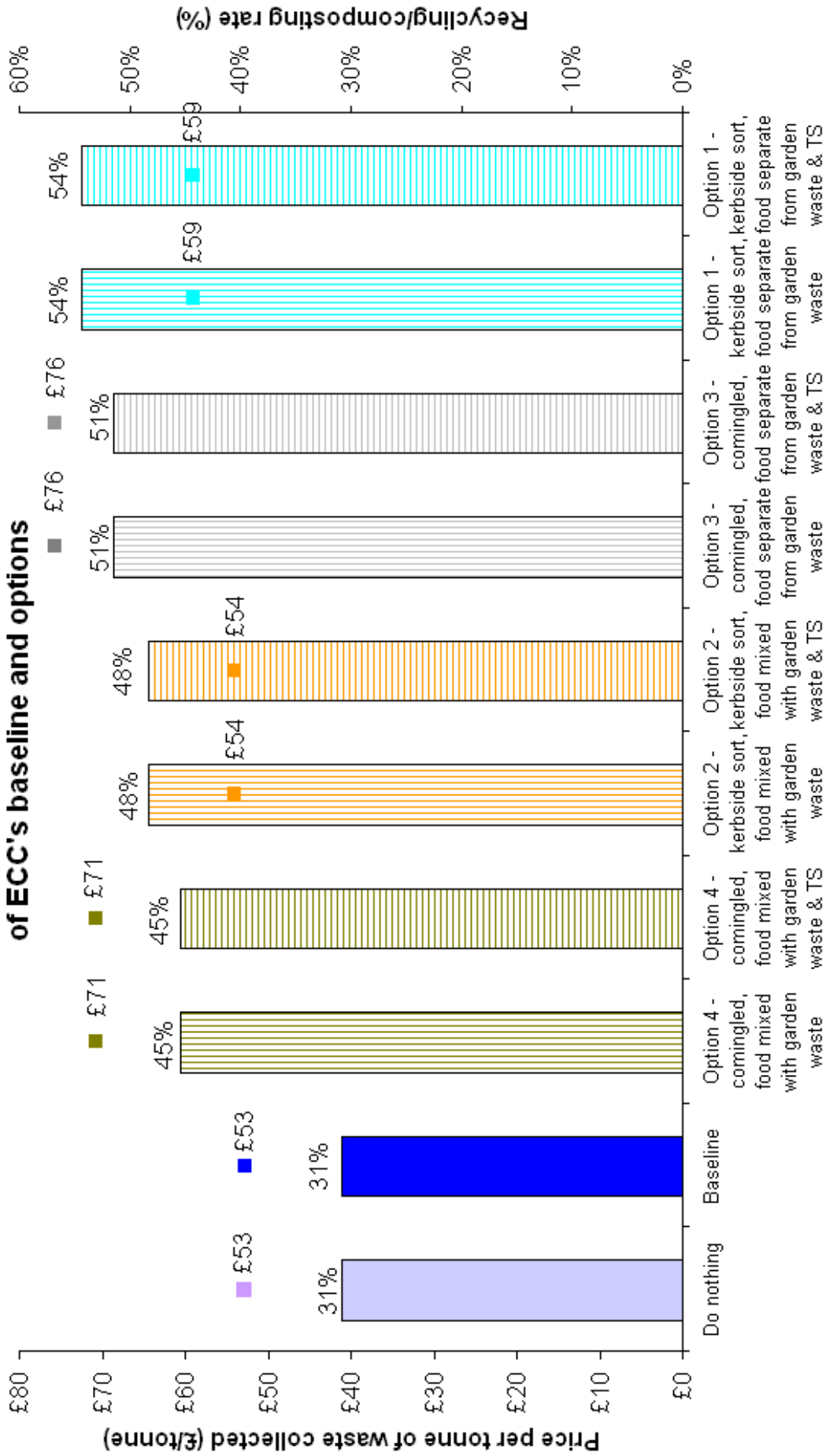
There is noticeable difference between options 1 against 2, and 3 against 4. This is due to the lower participation of the AWC of mixed organics, as a result of householders being more likely to put food waste into the residual bin on the week when there is no organics collection. Food waste only collections on the other hand occur weekly and so households have no need to place food waste into the residual waste stream every other week.

As such option 1, which uses a kerbside sort dry recyclables collection and a separate food waste and garden collection, has the highest recycling rate of all the options.

Between 2008/09 and 2013/14, collecting and processing kerbside sorted dry recyclables costs less than collecting co-mingled dry recyclables. Although the pure collection costs and haulage are higher with kerbside sorting, this is outweighed by the lack of MRF costs and the higher income received for source separated materials. The remaining difference comes from the greater funding contribution from ECC (through the statutory recycling credits funding) due to the higher recycling rate resulting from kerbside sorting dry recyclables.

The performance and cost of the Baseline and each Option in 2009/10 is shown in the graph below.

Cost vs performance in 2009/10 of ECC's baseline and options



CBC modelled seven options on 2006/07 baseline

The table below lists the options drawn up by CBC officers, which includes a variety of options some with no collection service change and some with changes in both recycling and refuse collection. The different recycling scenarios include a variety of combinations of mixing recyclables and collection containers. All of these options were drawn up with the aim of increasing the recycling and/or composting rate and in compliance with CBC's waste and recycling policy.

Seven options (shown emboldened in the table below) were then selected from the larger list by the Portfolio Holders. The reason for choosing these seven options included the absence of comingling recyclables, wheelie bins and garden waste mixed with food waste (referred to as mixed organics).

The final options were based on the original baseline as modelled by ECC to make the options comparable to ECC's options. Advice and clarification on the options' assumptions was sought from WRAP and Dr Julia Hummel, developer of KAT, of Eco Alternatives Ltd.

Option	Brief description
A	Service offered in 2008/09 ie updated baseline
A1	Baseline with increased participation of 75%
A2	Baseline with increased participation of 85%
B	Baseline with weekly food waste collection
C	ECC's Option 3 based on our 2008/09 baseline
D	ECC's Option 4 based on our 2008/09 baseline
E	Baseline with weekly recycling and food waste, and fortnightly refuse collection
F	Baseline with weekly recycling and food waste collection
G	Baseline with weekly recycling, and AWC of mixed organics and refuse collection
H	Baseline with weekly comingled sack for paper, plastics, cans and textiles
I	Baseline with weekly food waste and comingled sack collection for paper, plastics, cans and textiles
J	Baseline with weekly food waste, weekly comingled sack for paper, plastics, cans and textiles, and AWC of garden waste and refuse collection
K	Baseline with weekly recycling collection
L	Baseline with alternate weekly clear sack for paper and comingled sack for plastics, cans, glass and textiles collection
M	Baseline with weekly food waste, and alternate weekly clear sack for paper and comingled sack for plastics, cans, glass and textiles collection
N	Baseline with weekly food waste, alternate weekly clear sack for paper and comingled sack for plastics, cans, glass and textiles, and AWC of garden waste and refuse collection
O	Baseline with weekly food waste, and fortnightly refuse collection

Description of the original CBC options

Option A1 – Current service with increased participation of 75%; to increase recycling with no service change

Option A1	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	65%	75%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	65%	75%	63%

Note: *Our garden waste capture rate was calculated to be 287% because the amount of garden waste in waste composition data used in KAT was unrepresentatively small.

Option A2 – Current service with increased participation of 85%; to increase recycling with no service change

Option A2	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	75%	85%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	75%	85%	63%

Option B – Current service plus weekly food waste collection; to divert food waste with minimum service change

Option B	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	55%	65%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	55%	65%	63%
Weekly food waste	30%	30%	75%

Option E – Current service but weekly recycling & food waste, and fortnightly residual (black sacks) collections; to increase recycling and to encourage participation in food waste collection by reducing residual collection

Option E	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Weekly paper, plastic & textiles	75%	85%	75%
Fortnightly garden waste	55%	65%	287%*
Weekly glass & cans	75%	85%	75%
Weekly food waste	55%	65%	75%

Option F – Current service but weekly recycling & food waste collections; to increase recycling and food waste diversion with more frequent recycling collections, same as option E but with weekly residual collection

Option F	Set out	Participation	Capture
Weekly refuse	95%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	287%*
Weekly glass & cans	65%	75%	75%
Weekly food waste	40%	40%	75%

Option K – Current service but weekly recycling collection; to increase recycling with minimum service change

Option K	Set out	Participation	Capture
Weekly refuse	95%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	287%*
Weekly glass & cans	65%	75%	75%

Option O – Current service but weekly food waste, and fortnightly residual (black sacks) collections; to increase recycling and to encourage participation in food waste collection by reducing residual collection, same as option E but with fortnightly recycling collection

Option O	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Fortnightly paper, plastic & textiles	70%	80%	75%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	70%	80%	75%
Weekly food waste	55%	65%	75%

Set out in the Tables on the next five pages are the pictorial description of each of the options along with the associated levels of recycling performance and the collection costs of the option on a per tonne basis.

It also shows the frequency of collections for each of the materials in the option. It was also decided to include the end treatment or disposal route for each for the materials to aid understanding.

Scheme: Option A1
Performance: 33%
Price per tonne collected: £55

Kerbside collections	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	65%	75%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	65%	75%	63%



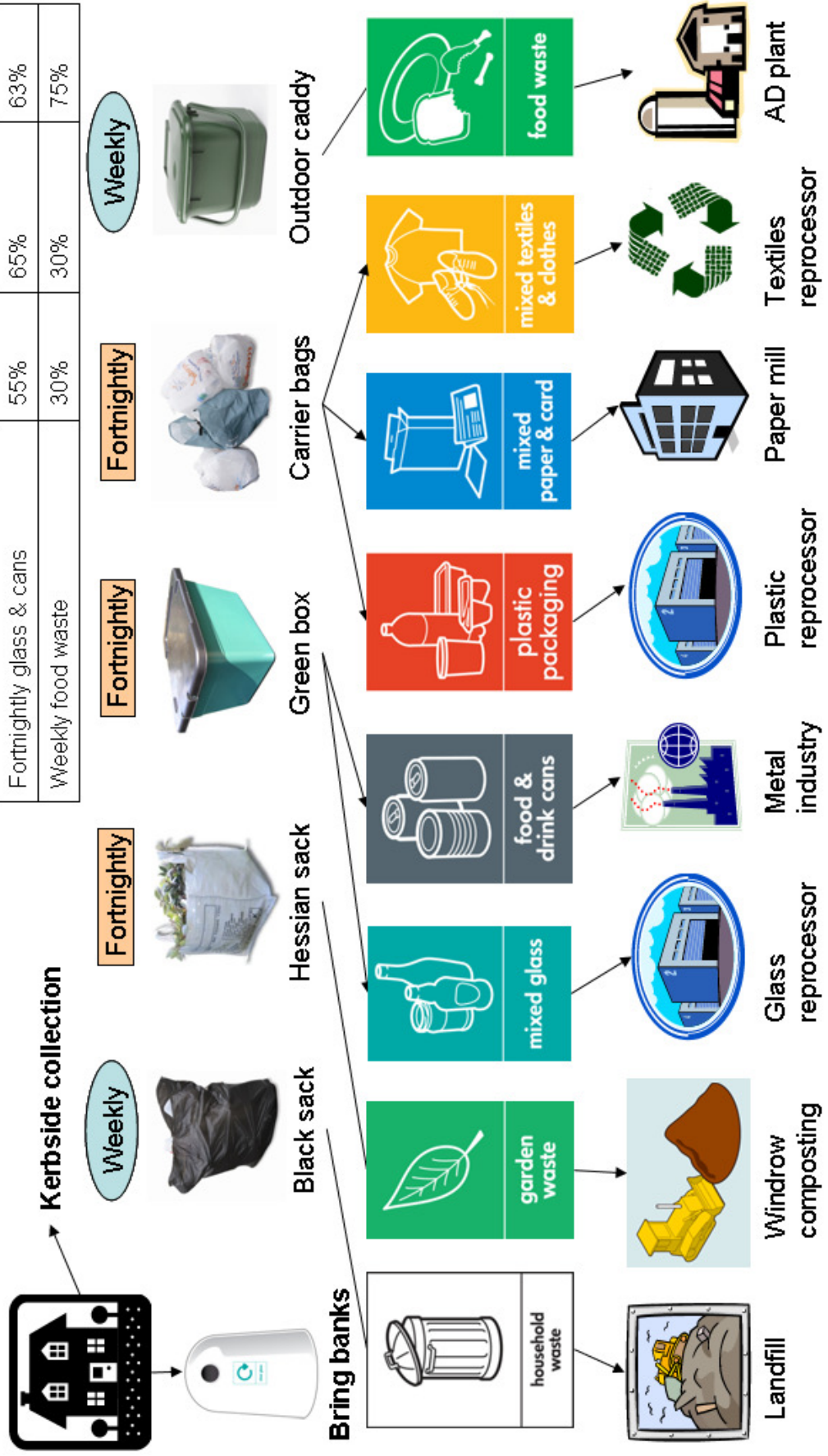
Scheme: Option A2
Performance: 36%
Price per tonne collected: £56

Kerbside collections	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	75%	85%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	75%	85%	63%



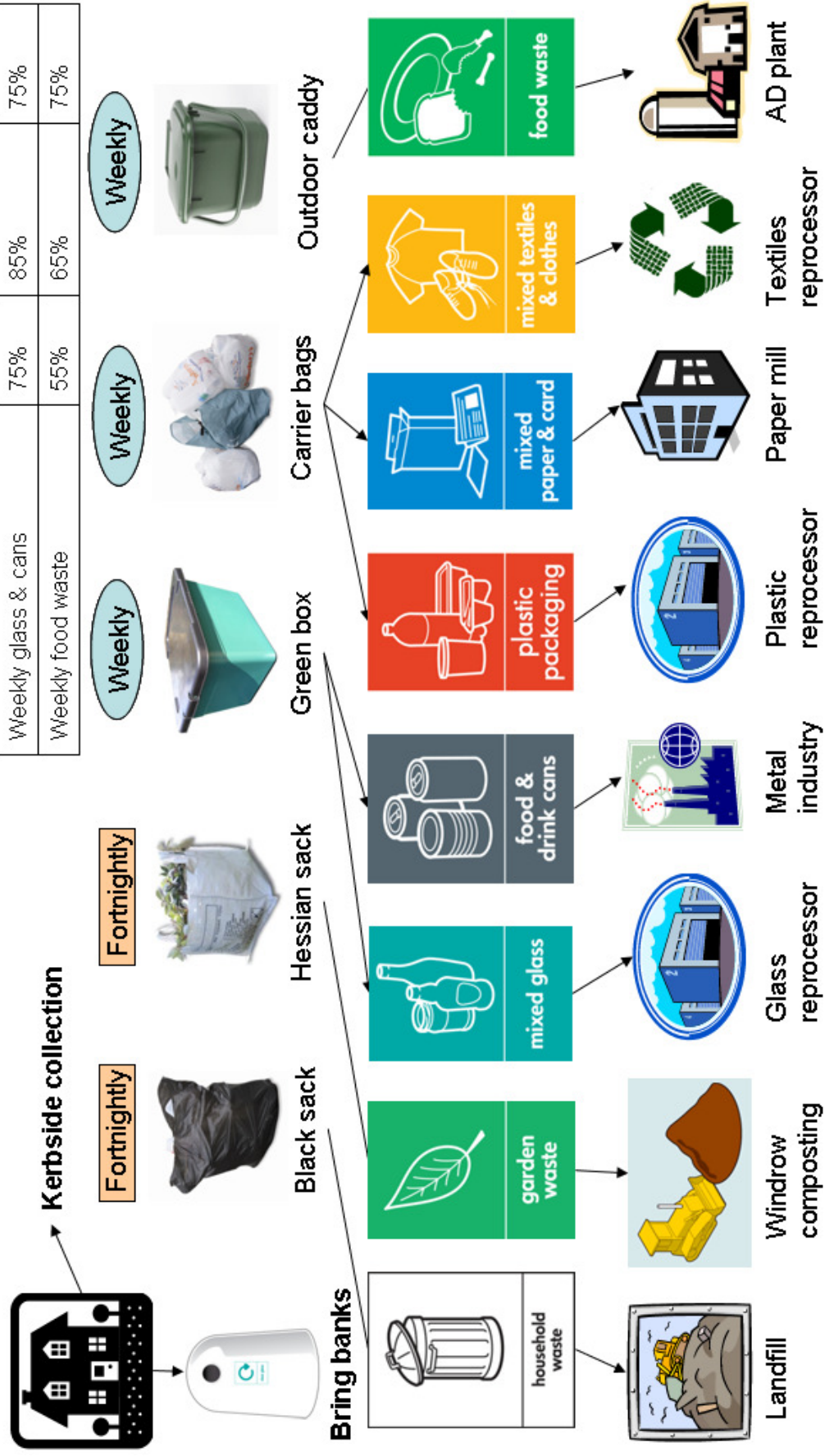
Scheme: Option B
Performance: 35%
Price per tonne collected: £74

Kerbside collections	Set out	Participation	Capture
Weekly refuse	95%	-	-
Fortnightly paper, plastic & textiles	55%	65%	50%
Fortnightly garden waste	55%	65%	287%*
Fortnightly glass & cans	55%	65%	63%
Weekly food waste	30%	30%	75%



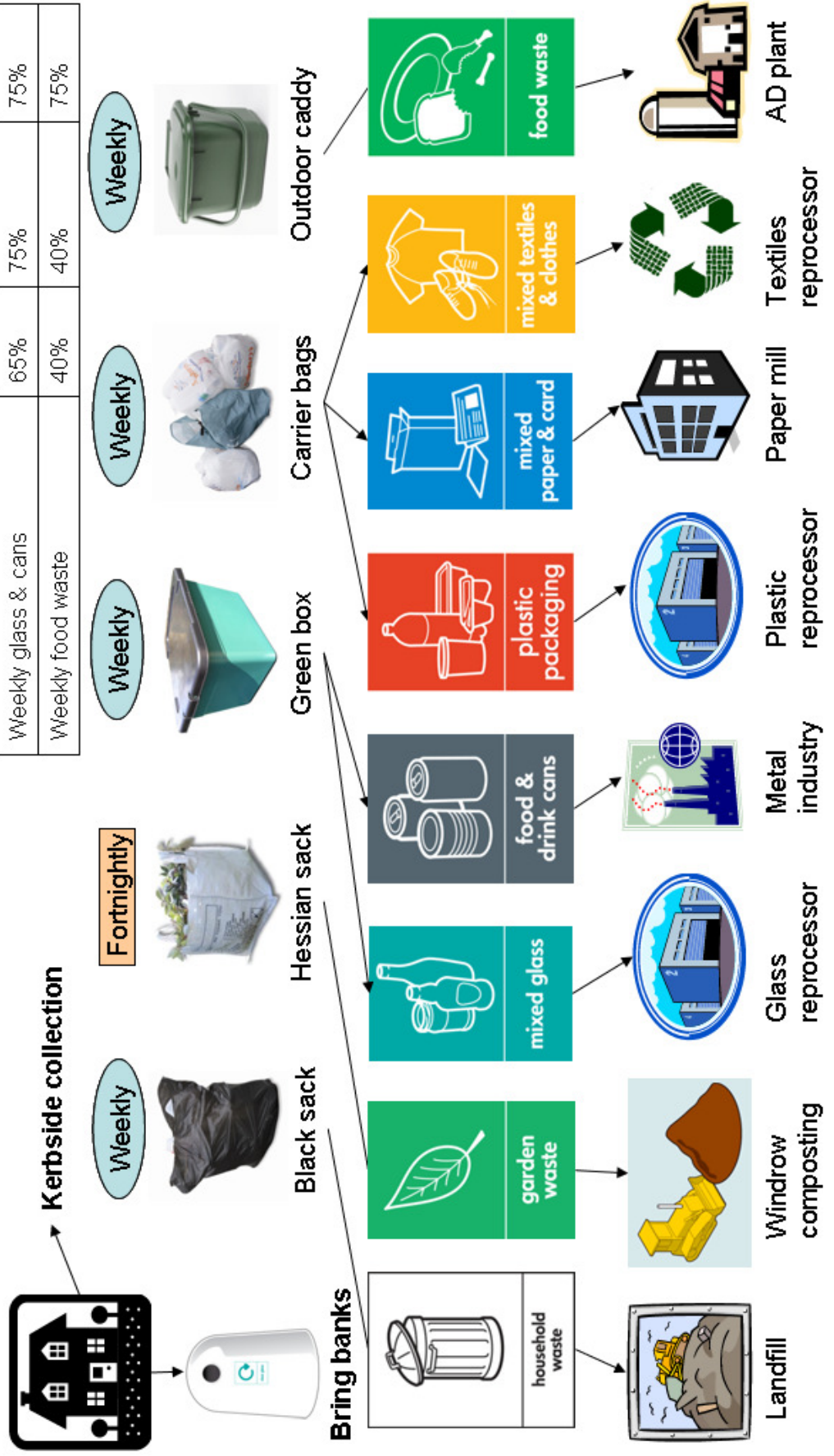
Scheme: Option E
Performance: 52%
Price per tonne collected: £84

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	95%	-	-
Weekly paper, plastic & textiles	75%	85%	75%
Fortnightly garden waste	55%	65%	287%*
Weekly glass & cans	75%	85%	75%
Weekly food waste	55%	65%	75%



Scheme: Option F
Performance: 46%
Price per tonne collected: £93

Kerbside collections	Set out	Participation	Capture
Weekly refuse	95%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	287%*
Weekly glass & cans	65%	75%	75%
Weekly food waste	40%	40%	75%



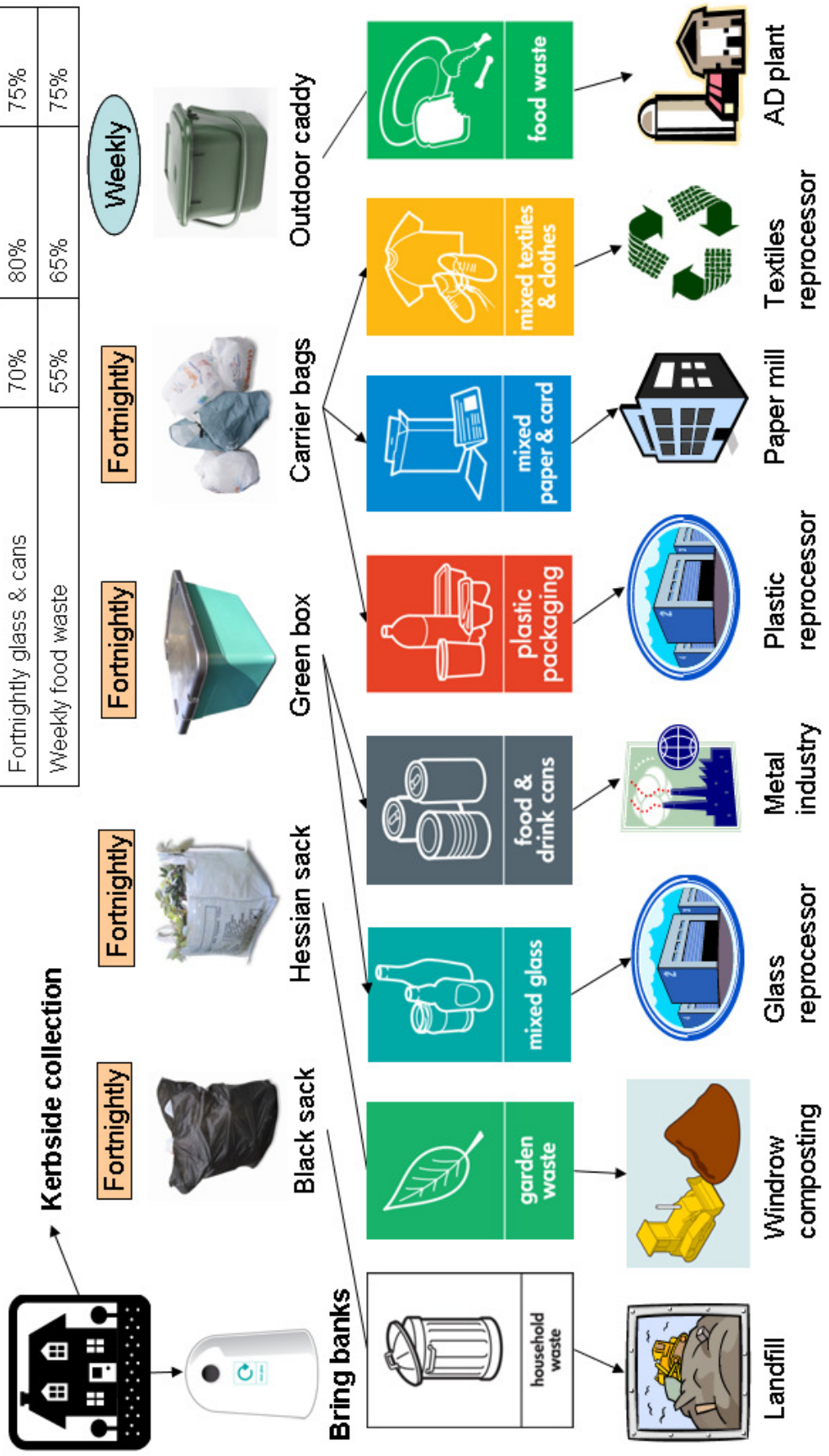
Scheme: Option K
Performance: 41%
Price per tonne collected: £74

Kerbside collections	Set out	Participation	Capture
Weekly refuse	95%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	287%*
Weekly glass & cans	65%	75%	75%



Scheme: Option O
Performance: 50%
Price per tonne collected: £59

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	100%	-	-
Fortnightly paper, plastic & textiles	70%	80%	75%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	70%	80%	75%
Weekly food waste	55%	65%	75%



Results for original CBC options – costs & performance

Even though Option E could give the best performance (52%), it is also the second most expensive (£84/tonne). The second best performing option, Option O (50%), is much more economical in comparison (£59/t); this is due to a lower frequency of both dry recycling and refuse, ie fortnightly instead of weekly. It is assumed this change only leads to relatively small reduction in dry recycling participation, which explains the small difference in performance.

Option F, in comparison to Option E, shows that a weekly refuse collection could be more expensive (£93/t) and lower performing (46%) due to removing the pressure on householders to recycle as much as possible. The difference of £9/t between these two options is due to Option E's lower cost of refuse collection being not entirely offset by its higher collection costs for dry recycling and food waste.

The introduction of fortnightly refuse collection to our current system, with a weekly food waste collection (Option O: 50%), could lead to a greater improvement in performance than increasing the recycling collection frequency to weekly, again with a weekly food waste collection (Option F: 46%).

The next best performing option is Option K (41%) as it has been assumed that increasing the frequency of dry recycling collections to weekly would raise participation and capture rates to 75%.

Option A2's lower cost (£56/t and 36%) compared to a similarly performing option (Option B: £74/t and 35%) is due to the absence of a food waste collection.

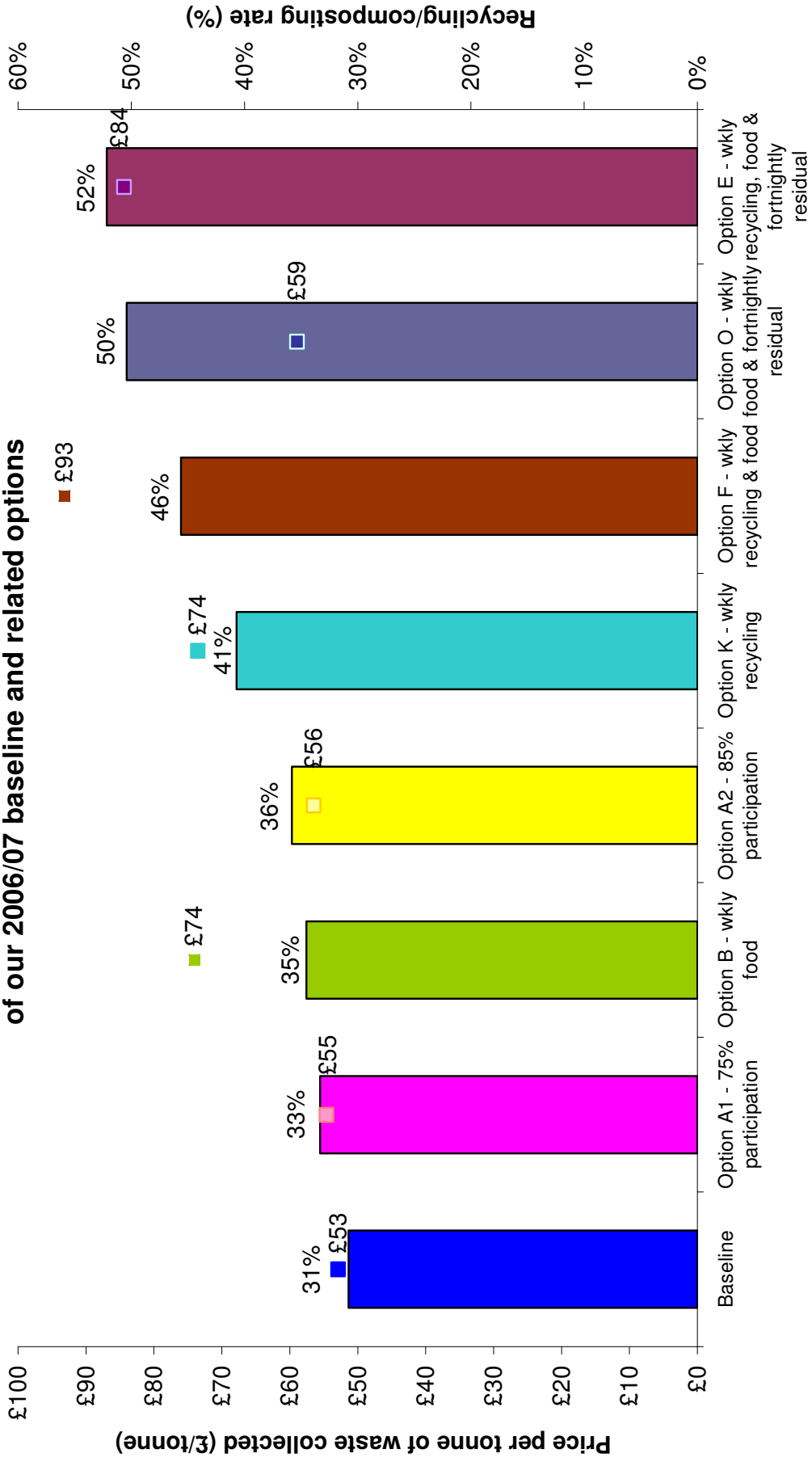
The cost of introducing a weekly food waste collection (Option B: £74/t) is equal to the cost of introducing a weekly dry recycling collection (Option K: £74/t). However, Option B (35%) results in a lower performance as Option K (41%) as there is no direct incentive for residents to use the food waste collection because weekly refuse collection remains in place, whereas a dry recycling collection with an increased frequency provides greater convenience and hence higher participation.

It is important to note that the introduction of a weekly food waste collection (Option B: £74/t and 35%) could be more expensive as well as lower performing than the introduction of a weekly food waste with a fortnightly refuse collection (Option O: £59/t and 50%).

Despite Option A1 (33%) resulting in an only slightly lower performance than Option B (35%), Option A1's heavy investment in education and promotion (£55/t) would be more economical than Option B's weekly food waste collection (£74/t).

The performance and cost of the Baseline and each Option in 2009/10 is shown in the graph below.

Cost vs performance in 2009/10 of our 2006/07 baseline and related options



Comparison of ECC's five options against CBC's seven options

Despite the fact that our original baseline is based on the service offered in 2006/07 and therefore now out-of-date, the results in terms of performance and costs of the ECC's and CBC's options based on that service are accurate for comparative purposes, as shown in the graph below.

Option 1 (54%) has a slightly higher performance than Option E (52%) due to the participation in the garden waste collection assumed to be high across all districts, whereas in Option E the participation rate had been assumed to stay the same as in the baseline. The great cost difference between the two Options (£59/t vs £84/t) is partially due to the great difference in average income per tonne of recyclables collected at the kerbside.

Option E (52%) has a slightly higher performance than Option 3 (51%) because Option E's slightly lower garden waste tonnage is not entirely offset by lower comingled recyclables tonnage due the higher reject rate for comingling than kerbside sorting.

The performance of Option O (50%) is slightly higher than that of Option 2 (48%) because of the following assumptions:

- the participation in a weekly food waste is higher than in a fortnightly mixed organics collection, where residents may choose to dispose of their food waste with the residual waste in the alternate weeks,
- the 10% reject rate at IVC plants is also applied to the garden waste in Option 2 as it is mixed with the food waste, and
- the two factors above are not outweighed by the slightly higher participation Option 2's dry recycling.

The cost of Option O (£59/t) is higher than that of Option 2 (£54/t) is partially due to the great difference in average income per tonne of recyclables collected at the kerbside.

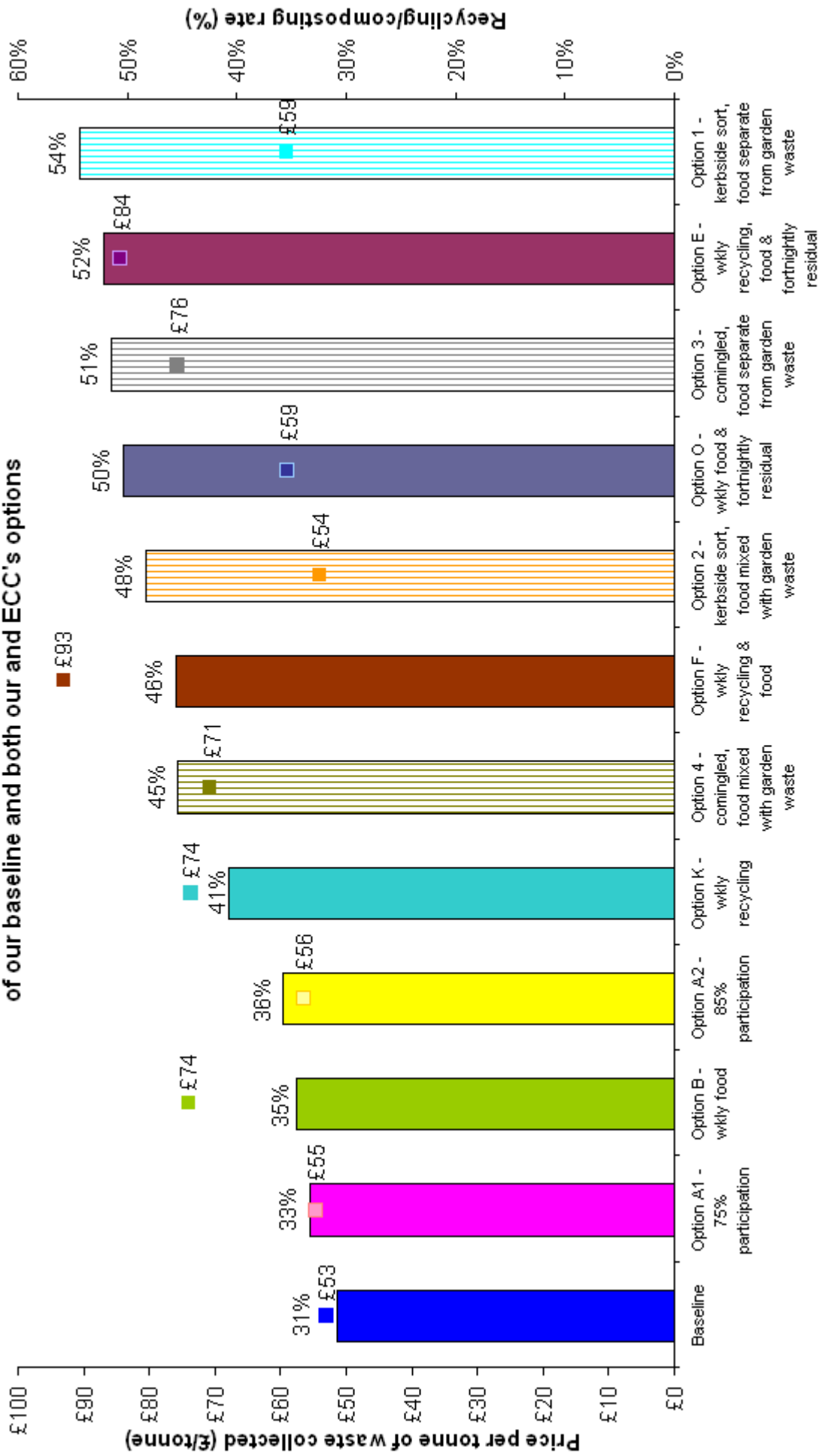
Option O despite costing the same as Option 1 (£59/t), which are the two most similar options between CBC and ECC, its performance is lower (50% vs 54%) is due to the following assumptions:

- Option 1's participation in the garden waste collection assumed to be high across all districts, whereas in Option O the participation rate had been assumed to stay the same as in the baseline, and
- Option O's dry recycling participation rates being slightly lower due to an unlimited black sack collection presenting less pressure on households to recycle than a refuse collection limited to one wheelie bin.

Option F has a slightly higher performance (46%) than Option 4 (45%) despite a lower dry recycling participation due to Option F's weekly refuse collection. This is due to Option 4's higher reject rate of comingled recycling. The cost of Option F are, however, considerably higher (£93/t vs £71/t) due the weekly recycling and refuse collection.

Note: The ECC's TS options and its Do Nothing Option have not been included to keep the options on this graph to a practical number.

**Cost vs performance in 2009/10
of our baseline and both our and ECC's options**



CBC remodelled seven options with updated 2008/09 baseline

A more up-to-date baseline has been established recently by CBC officers, because the original baseline modelled by ECC is based on two-year-old data and a partially different recycling service. Therefore our seven options have also been remodelled from this updated baseline, which aims to represent the service offered in 2008/09 and a projected performance for this financial year.

Difference between original and updated baseline/options

Assumption	Baseline in 2006/07 and CBC options	Baseline in 2008/09 and relevant options
Household numbers	2006/07 figures	2008/09 figures
Plastics collected	Types 1 and 2 only	Types 1 to 6
Limit of garden waste sacks collected	3 sacks	4 sacks
Container for paper, plastics and textiles	Carrier bags provided by householders	Clear recycling sacks provided by CBC
Kitchen caddy liners for food waste provided by CBC (rolls of 25 bags)	2 rolls for each household each year	1 roll for each household and 3 further rolls for each participating household
Waste composition data	2004 analysis study	2007 analysis study
Annual refuse and recycling tonnage	2006/07 audited figures	2008/09 projected figures
Refuse set out rate	95%	100%
Capture rates for some waste streams as calculated by KAT	Paper and plastics: 50% Garden waste: 287%*	Paper and plastics: 57% Garden waste: 117%*
Vehicle for glass and cans collection	Toploader with 5.5t payload	Stillage with 2t payload
Vehicle for food waste collection	Caged tipper with 4.8t payload	Caged tipper with 2.5t payload
Unit cost per vehicle	Best estimate of prices for 2006/07	Best estimate of prices for 2008/09
Financing cost	6.22%	4.25%
Timings related to driving to and from depot, start of round and landfill, and unloading	Best estimate of timings for 2006/07	Best estimate of timings for 2008/09
Average salaries of drivers and loaders	Figures relevant to 2006/07	Figures relevant to 2006/07
Reject rates for all dry recycling collected at kerbside	Baseline only: 0.5% deducted	Baseline and options: 0% deducted
Reject rates at windrow composting sites	1% of garden waste collected from 2008/09	0% of garden waste collected
Reject rates at AD plant	10% of food waste collected from 2008/09	1% of food waste collected
Gate fee at AD plant	To be paid by CBC	To be paid by ECC

Contractors profit margin: 15% of total kerbside collection costs	Included to make results comparable to those from other districts	Excluded as our kerbside collection is not contracted out
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Note: *Our garden waste capture rate was calculated to be over 100% because the amount of garden waste in both waste composition data set used in KAT was unrepresentatively small.

Description of the updated options and their assumptions

Baseline – Service offered in 2008/09, ie weekly refuse collection in black bags and alternate weekly recycling collection: blue week with paper/card and textiles in separate clear sacks, and glass, cans and foil in recycling box; green week with mixed plastics in clear sacks, and garden waste in up to four garden waste bags

Baseline 2008/09	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	55%	65%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	55%	65%	63%

Note: *Our garden waste capture rate was calculated to be 130% because the amount of garden waste in waste composition data used in KAT was unrepresentatively small.

Option A1 – Current service with increased participation of 75%; to increase recycling with no service change

Option A1	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	65%	75%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	65%	75%	63%

Option A2 – Current service with increased participation of 85%; to increase recycling with no service change

Option A2	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	75%	85%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	75%	85%	63%

Option B – Current service plus weekly food waste collection; to divert food waste with minimum service change

Option B	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	55%	65%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	55%	65%	63%
Weekly food waste	30%	30%	75%

Option E – Current service but weekly recycling & food waste, and fortnightly residual (black sacks) collections; to increase recycling and to encourage participation in food waste collection by reducing residual collection

Option E	Set out	Participation	Capture
Fortnightly refuse	100%	-	-
Weekly paper, plastic & textiles	75%	85%	75%
Fortnightly garden waste	55%	65%	130%*
Weekly glass & cans	75%	85%	75%
Weekly food waste	55%	65%	75%

Option F – Current service but weekly recycling & food waste collections; to increase recycling and food waste diversion with more frequent recycling collections, same as option E but with weekly residual collection

Option F	Set out	Participation	Capture
Weekly refuse	100%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	130%*
Weekly glass & cans	65%	75%	75%
Weekly food waste	40%	40%	75%

Option K – Current service but weekly recycling collection; to increase recycling with minimum service change

Option K	Set out	Participation	Capture
Weekly refuse	100%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	130%*
Weekly glass & cans	65%	75%	75%

Option O – Current service but weekly food waste, and fortnightly residual (black sacks) collections; to increase recycling and to encourage participation in food waste collection by reducing residual collection, same as option E but with fortnightly recycling collection

Option O	Set out	Participation	Capture
Fortnightly refuse	100%	-	-
Fortnightly paper, plastic & textiles	70%	80%	75%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	70%	80%	75%
Weekly food waste	55%	65%	75%

Scheme: Baseline 2008/09
Performance: 34%
Price per tonne collected: £32

Kerbside collections	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	55%	65%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	55%	65%	63%



Scheme: Option A1 - updated
Performance: 36%
Price per tonne collected: £37

Kerbside collections	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	65%	75%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	65%	75%	63%



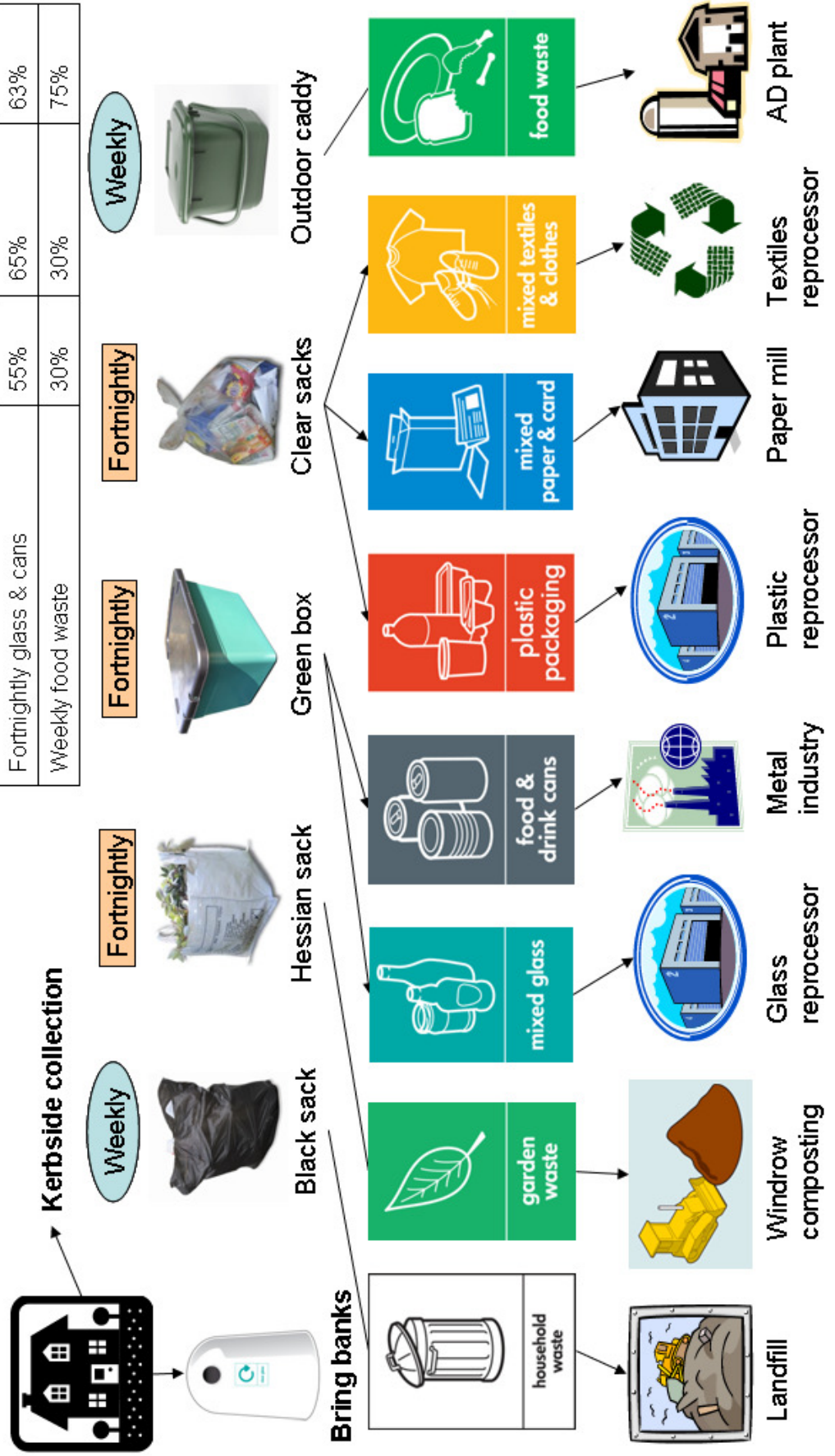
Scheme: Option A2 - updated
Performance: 39%
Price per tonne collected: £39

Kerbside collections	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	75%	85%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	75%	85%	63%



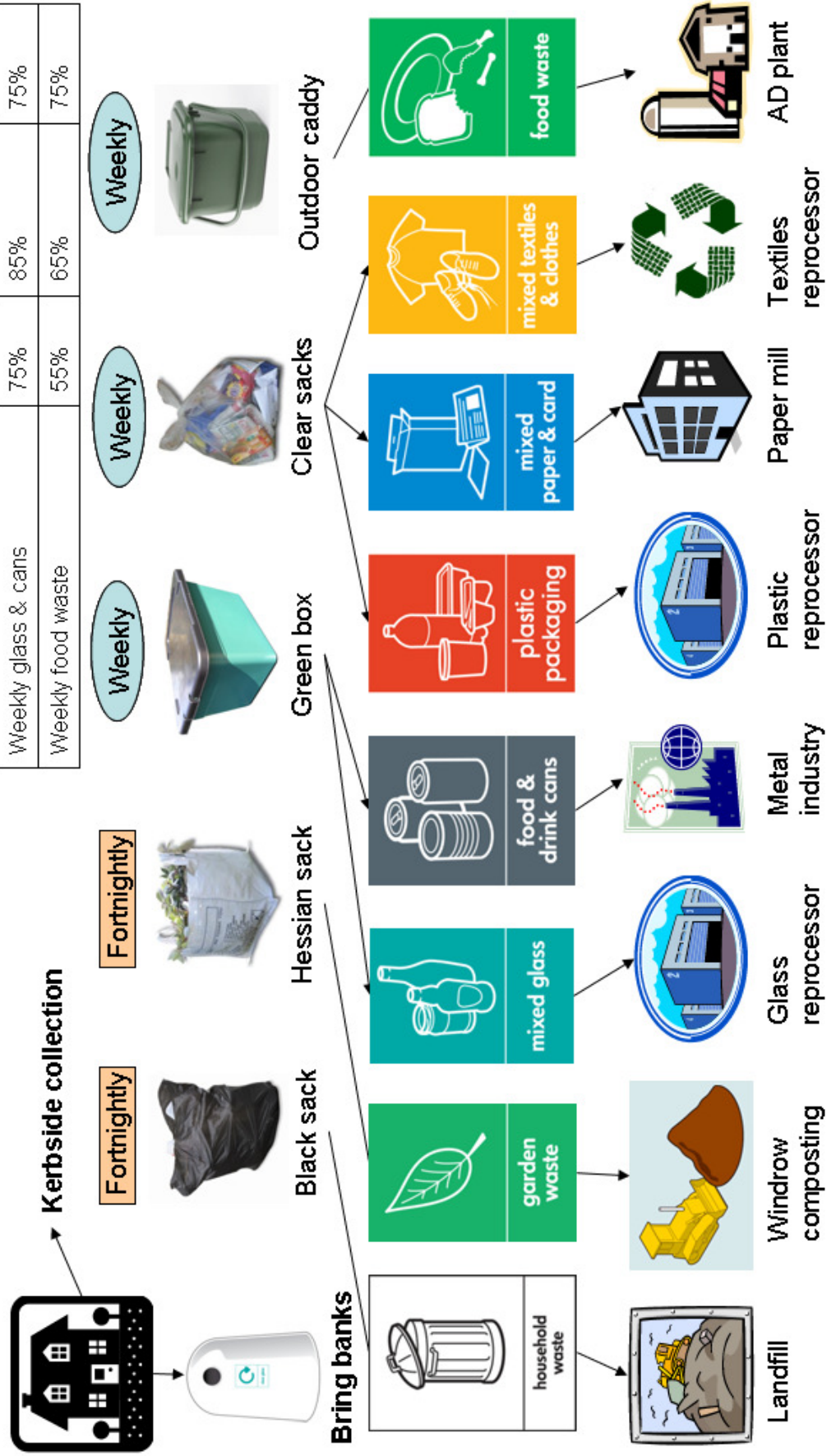
Scheme: Option B - updated
Performance: 37%
Price per tonne collected: £47

Kerbside collections	Set out	Participation	Capture
Weekly refuse	100%	-	-
Fortnightly paper, plastic & textiles	55%	65%	57%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	55%	65%	63%
Weekly food waste	30%	30%	75%



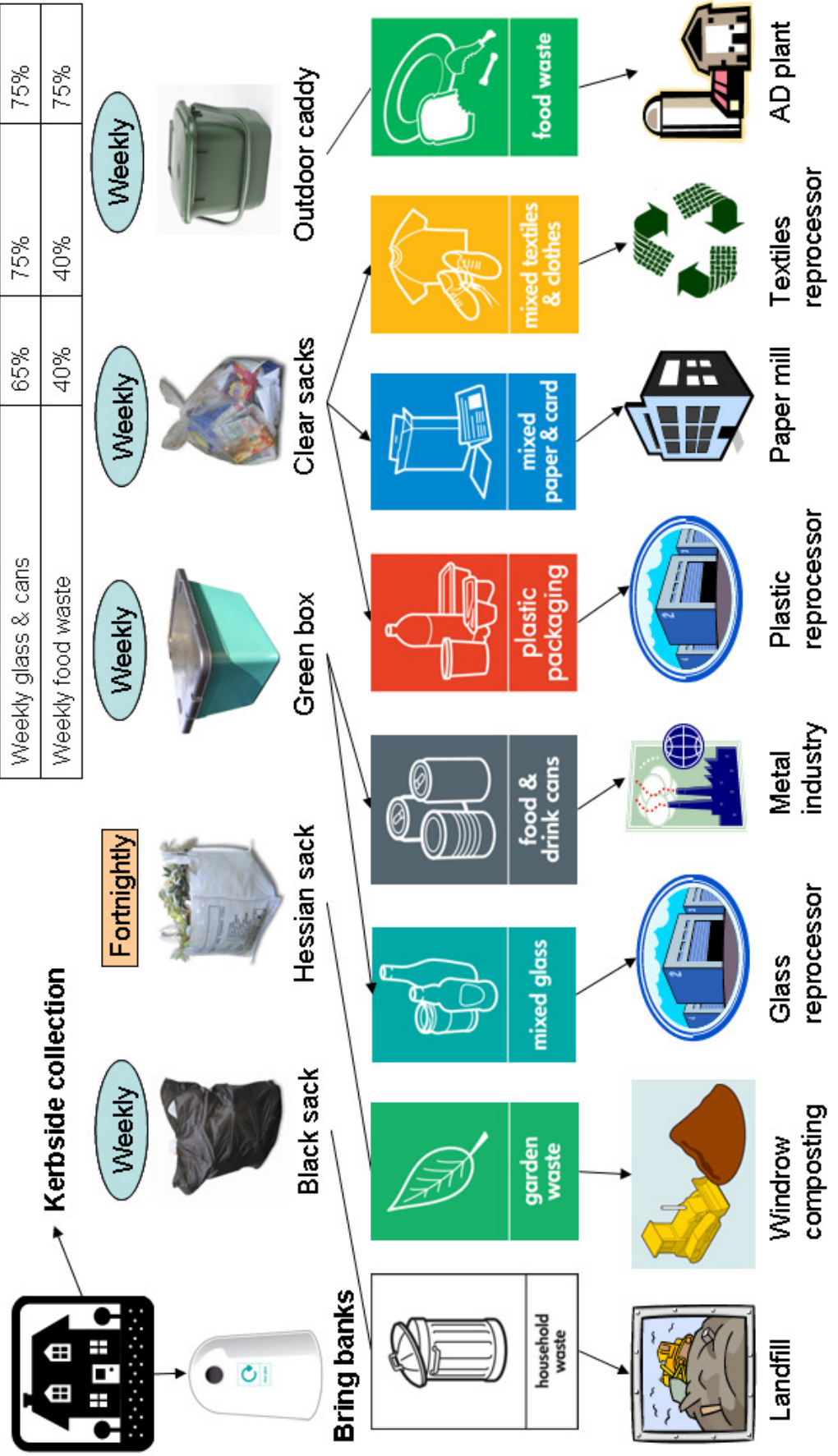
Scheme: Option E - updated
Performance: 53%
Price per tonne collected: £55

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	100%	-	-
Weekly paper, plastic & textiles	75%	85%	75%
Fortnightly garden waste	55%	65%	130%*
Weekly glass & cans	75%	85%	75%
Weekly food waste	55%	65%	75%



Scheme: Option F - updated
Performance: 47%
Price per tonne collected: £61

Kerbside collections	Set out	Participation	Capture
Weekly refuse	100%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	130%*
Weekly glass & cans	65%	75%	75%
Weekly food waste	40%	40%	75%



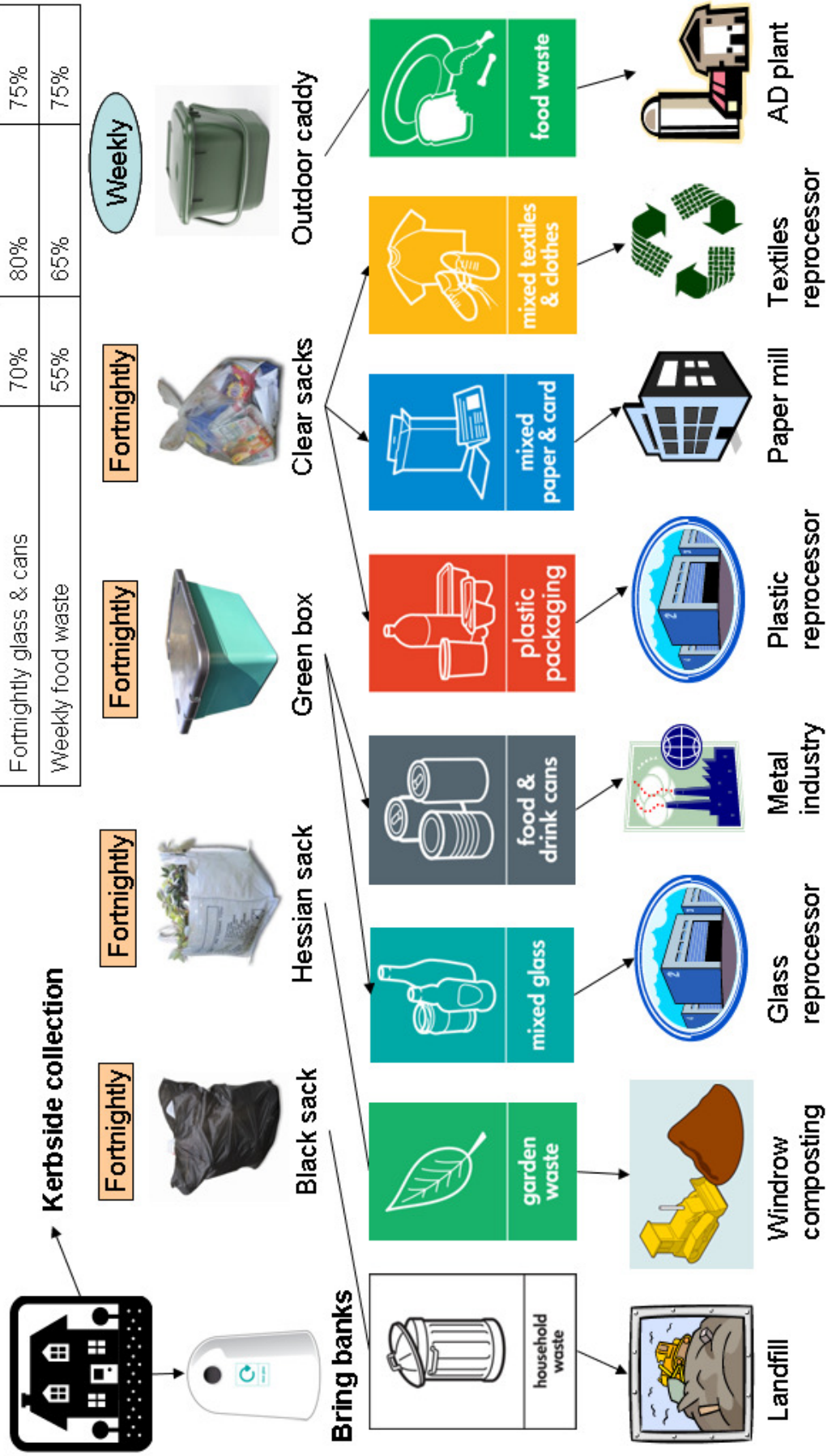
Scheme: Option K – updated
Performance: 43%
Price per tonne collected: £48

Kerbside collections	Set out	Participation	Capture
Weekly refuse	100%	-	-
Weekly paper, plastic & textiles	65%	75%	75%
Fortnightly garden waste	55%	65%	130%*
Weekly glass & cans	65%	75%	75%



Scheme: Option O - updated
Performance: 49%
Price per tonne collected: £44

Kerbside collections	Set out	Participation	Capture
Fortnightly refuse	100%	-	-
Fortnightly paper, plastic & textiles	70%	80%	75%
Fortnightly garden waste	55%	65%	130%*
Fortnightly glass & cans	70%	80%	75%
Weekly food waste	55%	65%	75%



Results for each updated option – costs & performance

Even though Option E could give the best performance (53%), it is also the second most expensive (£55/tonne). The second best performing option, Option O (49%), is more economical in comparison (£44/t); this is due to a lower frequency of both dry recycling and refuse, ie fortnightly instead of weekly. It is assumed this change only leads to relatively small reduction in dry recycling participation, which explains the very small difference in performance.

Option F, in comparison to Option E, shows that a weekly refuse collection could be more expensive (£61/t) and lower performing (47%) due to removing the pressure on householders to recycle as much as possible. The difference of £6t between these two options is due to Option E's lower cost of refuse collection being not entirely offset by its higher collection costs for dry recycling and food waste.

The introduction of fortnightly refuse collection to our current system, with a weekly food waste collection (Option O: 49%), could lead to a slight improvement in performance than increasing the recycling collection frequency to weekly, again with a weekly food waste collection (Option F: 47%).

The next best performing option is Option K (43%) as it has been assumed that increasing the frequency of dry recycling collections to weekly would raise participation and capture rates to 75%. Option A2's lower cost (£39/t and 39%) compared to other similarly performing options is due to the absence of a food waste collection (Option B: £47/t and 37%) and a weekly dry recycling collection (Option K: £48/t and 43%).

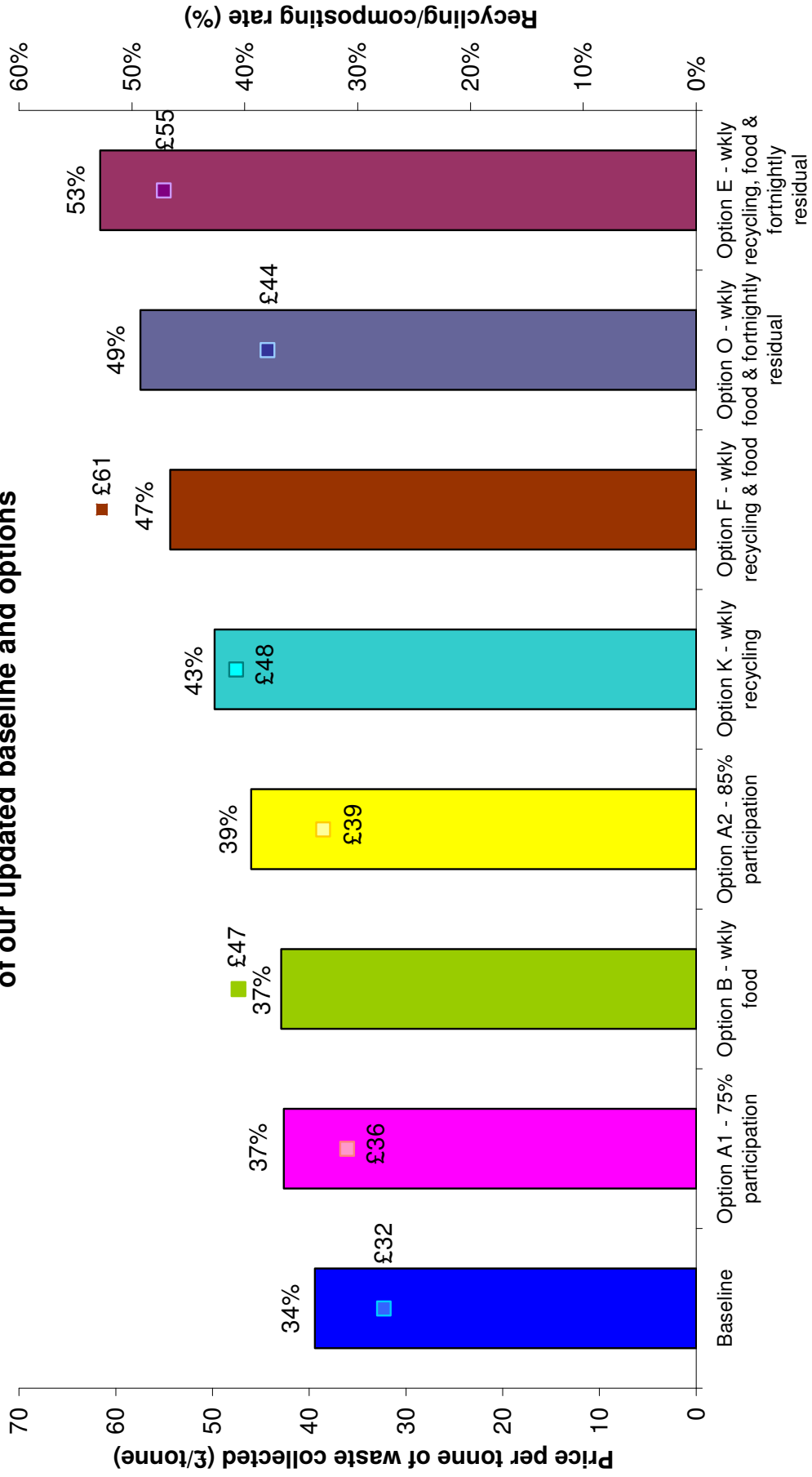
The cost of introducing a weekly food waste collection (Option B: £47/t) is similar to a weekly dry recycling collection (Option K: £48/t). However, Option B (37%) results in a lower performance as Option K (43%) as there is no direct incentive for residents to use the food waste collection because weekly refuse collection remains in place, whereas a dry recycling collection with an increased frequency provides greater convenience and hence higher participation.

It is important to note that the introduction of a weekly food waste collection (Option B: £47/t and 37%) could be more expensive and lower performing than the introduction of a weekly food waste and fortnightly refuse collection (Option O: £44/t and 49%).

Despite Option A1 (37%) resulting in the same performance as Option B (37%), Option A1's heavy investment in education and promotion (£36/t) would be more economical than Option B's weekly food waste collection (£47/t).

The performance and cost of the updated Baseline and each updated Option in 2009/10 is shown in the graph below.

Cost vs performance in 2009/10 of our updated baseline and options



Treatment and disposal

In ECC's modelling new collection schemes were assumed to commence in 2008/09. The waste material and payments flows detailed below relate to both Baselines and all Options as applicable.

Between 2008/09 and 2013/14 Colchester's material flows are as follows (see first map below):

- The kerbside sorted or co-mingled dry recyclables are assumed to be bulked at our local depot before travelling on to either reprocessors or Materials recovery facilities (MRFs).
- Any separately collected food waste from Colchester is assumed to be sent to Envar's In-Vessel Composting (IVC) plant in St. Ives in Cambridgeshire, and mixed garden and food waste will be sent to County Mulch's IVC plant near Bury St. Edmunds in Suffolk.
- Garden waste will continue being transported to Birch or Tolleshunt Major and residual waste to Bellhouse landfill at Stanway.

From 2013/14 onwards Colchester's material flows are modelled as follows (see second map below):

- Kerbside sorted dry recyclables are assumed to continue being bulked at our local depot before travelling on to reprocessors.
- MRF located at Rivenhall starts sorting comingled recyclables.
- Anaerobic digestion (AD) plant located at Rivenhall starts accepting separately collected food waste, and mixed garden and food waste.
- Garden waste will continue being transported to Birch or Appletons.
- Mechanical biological treatment (MBT) plant located at Rivenhall starts treating residual waste. The process residues from the proposed MBT plants near Braintree and Basildon are both sent to Bellhouse landfill at Stanway.
- Transfer Stations (TSs) become operational and can be used for the bulking of all waste collection streams where appropriate, ie for residual waste, kerbside sorted recyclables, co-mingled recyclables, food waste only collections, and mixed food waste and garden collections. One of the TSs was assumed to be in Colchester and was modelled to investigate whether its use could reduce both CBC's and whole system costs (ie cost to the Essex tax payer). This TS was assumed to be sized to handle only Colchester's waste.

The solid recovered fuel (SRF) plant will start burning the residues from the MBT process in 2014/15.

Payment flows from 2008/09:

- The WDA pay for gate fees arising at landfill sites (including landfill tax and LATS trading) and Civic Amenity site costs
- The WCA pays for gate fees arising at MRFs, reprocessors and windrow composting facilities.

- The WCAs are assumed to pay the gate fee at windrow composting sites and in return receive a full recycling credit per tonne of composting.

Payment distribution from 2013/14:

- The WDA pay for gate fees arising at:
 - MBT facilities
 - SRF facility (from 2014/15)
- The Tipping Away payment is still paid from the WDA to the WCA even after the TSs become operational, for the same distance as for the Options without the TS.

Please note that since the assumptions for the system design modelling were agreed, ECC has agreed also to pay for the gate fees arising at TS (including bulking and onward haulage) and AD plants for those WCAs that sign the IAA.

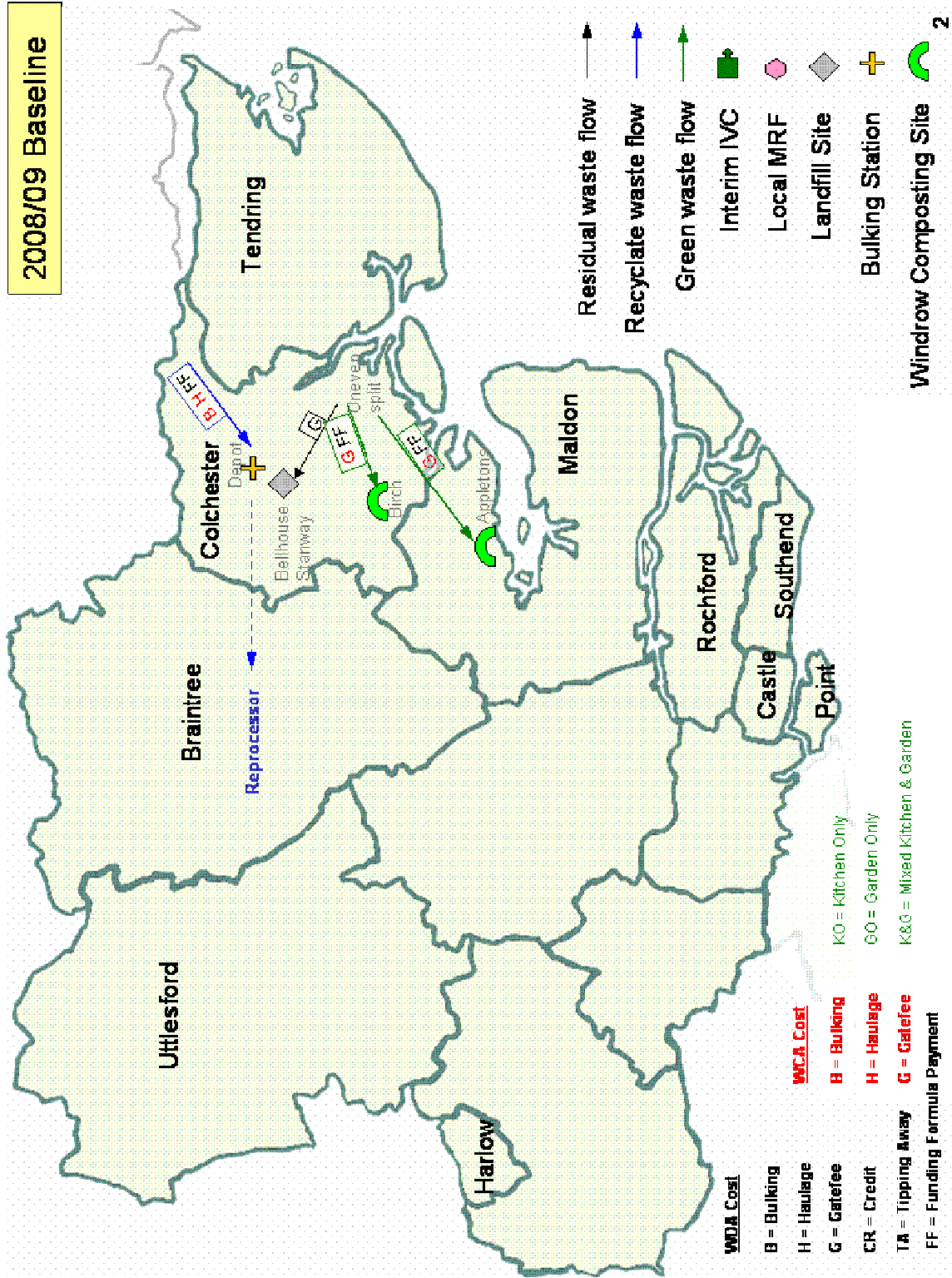
Cost implications from material flow changes over time

The original Baseline assumed that our service offered did not change over the period from 2006/07 to 2038/39. However, due to the assumption that the planned MBT facility becomes operational in 2013/14, there is a refuse delivery point change in that year from Stanway landfill to the Rivenhall MBT plant, which leads to an increased cost of the Baseline.

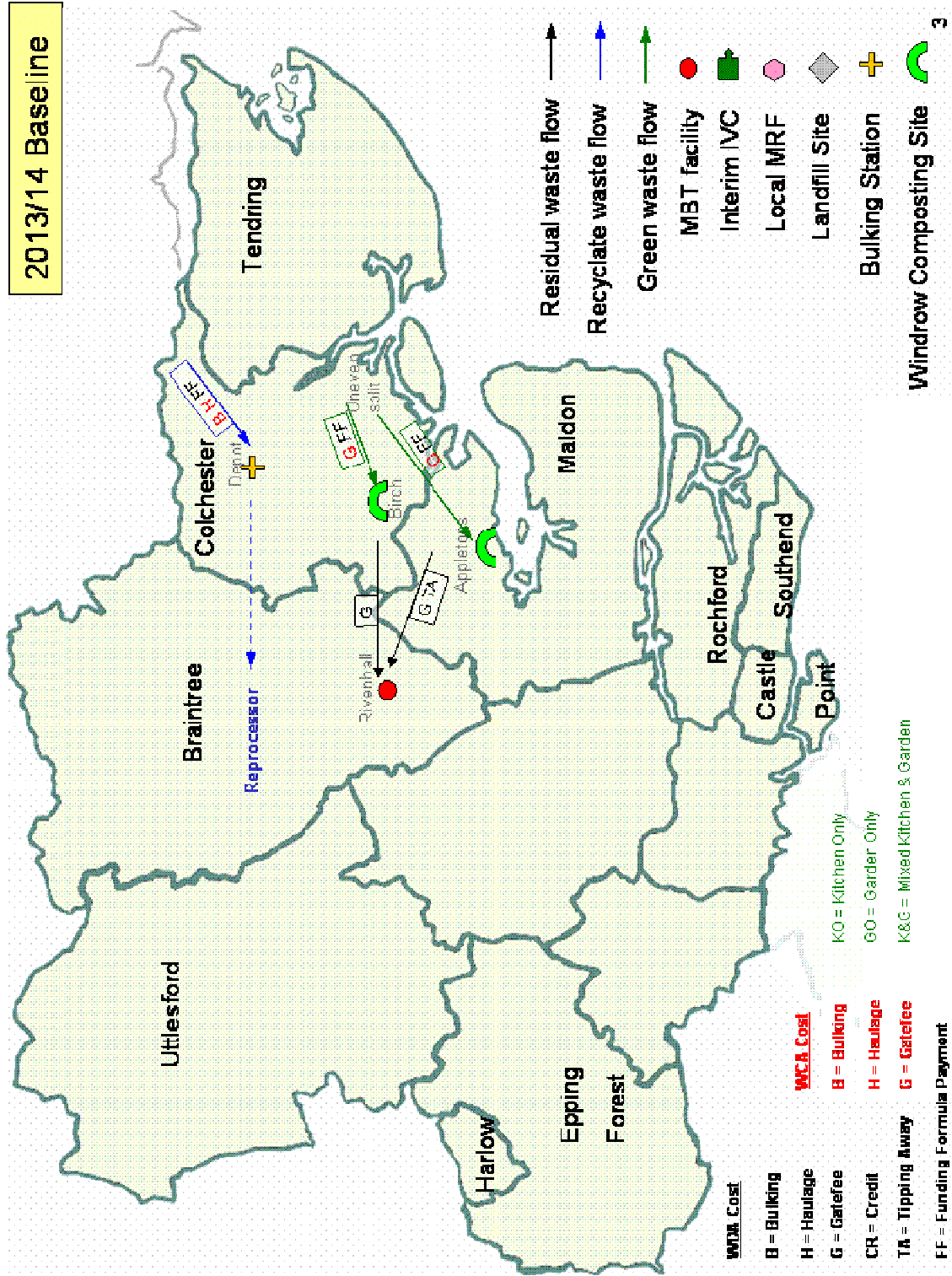
This change in the residual waste delivery point, however, does not impact each Option in the same way. The over-riding reason for the costs in Option 1, and Options B, E, F and O increasing in that year is because of the “food waste only” waste transfers from the interim IVC to the AD plant and there is an associated gate fee increase. Please note that our updated options do not include gate fees for the AD plant as ECC decided after their modelling had been completed that this cost would be borne by them and not the districts.

The costs in Option 4 decrease in 2013 because of two reasons, the main reason being the lower gate fee at the in-county MRF for the comingled dry recyclables. However, there is also a slight reduction in the overall cost of the mixed food waste and garden organics collection. This saving in organics is a result from moving to delivering the waste directly to the AD plant, (which saves on bulking and haulage costs with no associated increase in collection costs), which outweighs the slight increase in processing costs when moving from the Interim IVC to the AD plant. The costs in Option 2 and 3 do not appear to change in 2013 due the reasons given above combining to cancel out any affects.

2008/09 Baseline



2013/14 Baseline



Conclusions

2009/10 results of ECC options

Option	Brief description
Baseline	Service as offered in 2006/07
1	Kerbside sorted recycling with separate garden and food waste
2	Kerbside sorted recycling with mixed garden and food waste
3	Comingled recycling with separate garden and food waste
4	Comingled recycling with mixed garden and food waste
1+TS	Option 1 using a Transfer Station
2+TS	Option 2 using a Transfer Station
3+TS	Option 3 using a Transfer Station
4+TS	Option 4 using a Transfer Station

Rank	Total cost of option per tonne of waste collected (£/tonne)	Performance: recycling and composting (%)
1	£53/t - Baseline & Do nothing	54% - Option 1 & Option 1+TS
2	£54/t - Option 2 & Option 2+TS	51% - Option 3 & Option 3+TS
3	£59/t - Option 1 & Option 1+TS	48% - Option 2 & Option 2+TS
4	£71/t - Option 4 & Option 4+TS	45% - Option 4 & Option 4+TS
5	£76/t - Option 3 & Option 3+TS	31% - Baseline & Do nothing

2009/10 results of original CBC options

Option	Brief description
Baseline	Service as offered in 2006/07
A1	Baseline with increased participation of 75% in dry recycling
A2	Baseline with increased participation of 85% in dry recycling
B	Baseline with weekly food waste collection
E	Baseline with weekly recycling and food waste, and fortnightly refuse collection
F	Baseline with weekly recycling and food waste collection
K	Baseline with weekly recycling collection
O	Baseline with weekly food waste, and fortnightly refuse collection

Rank	Total cost of option per tonne of waste collected (£/tonne)	Performance: recycling and composting (%)
1	£53/t – Baseline	52% - Option E
2	£55/t – Option A1	50% - Option O
3	£56/t – Option A2	46% - Option F
4	£59/t – Option O	41% - Option K
5	£74/t – Option B & Option K	36% - Option A2
6		35% - Option B
7	£84/t – Option E	33% - Option A1
8	£93/t – Option F	31% - Baseline

2009/10 results of ECC options & original CBC options

Rank	Total cost of option per tonne of waste collected (£/tonne)	Performance: recycling and composting (%)
1	£53/t – Baseline	54% - Option 1
2	£54/t – Option 2	52% - Option E
3	£55/t – Option A1	51% - Option 3
4	£56/t – Option A2	50% - Option O
5	£59/t – Option O & Option 1	48% - Option 2
6		46% - Option F
7	£71/t – Option 4	45% - Option 4
8	£74/t – Option B & Option K	41% - Option K
9		36% - Option A2
10	£76/t – Option 3	35% - Option B
11	£84/t – Option E	33% - Option A1
12	£93/t – Option F	31% - Baseline

2009/10 results of updated CBC options

Rank	Total cost of option per tonne of waste collected (£/tonne)	Performance: recycling and composting (%)
1	£32/t – Baseline	53% - Option E
2	£36/t – Option A1	49% - Option O
3	£39/t – Option A2	47% - Option F
4	£44/t – Option O	43% - Option K
5	£47/t – Option B	39% - Option A2
6	£48/t – Option K	37% - Option A1 & Option B
7	£55/t – Option E	
8	£61/t – Option F	34% - Baseline

Total cost in 2009/10 for each of ECC's options (£000s)

Annual costs	Do nothing	Baseline	Option 1	Option 2	Option 3	Option 4
Total net cost	£3,436K	£3,436K	£3,926K	£3,556K	£5,032K	£4,662K

Total cost in 2009/10 for each of CBC's original options (£000s)

Annual costs	Option A1	Option A2	Option B	Option E	Option F	Option K	Option O	Annual costs
Containers	£285K	£285K	£412K	£412K	£412K	£285K	£411K	Containers
Vehicles	£869K	£894K	£937K	£1,281K	£1,343K	£1,276K	£850K	Vehicles
Operating costs & overheads	£3,133K	£3,223K	£3,960K	£4,778K	£5,162K	£4,331K	£3,494K	Operating costs & overheads
Bulking & haulage	£98K	£111K	£153K	£303K	£228K	£137K	£293K	Bulking & haulage
Recycling sales	-£188K	-£212K	-£163K	-£296K	-£261K	-£261K	-£278K	Recycling sales
Recycling credits	-£1,098K	-£1,180K	-£1,138K	-£1,719K	-£1,503K	-£1,341K	-£1,662K	Recycling credits
Windrow gate fee	£168K	£168K	£168K	£168K	£168K	£168K	£168K	Windrow gate fee
Bring sites	£34K	£34K	£34K	£34K	£34K	£34K	£34K	Bring sites
Extra education	£239K	£339K	£139K	£139K	£139K	£139K	£139K	Extra education
Total net cost	£3,541K	£3,662K	£4,802K	£5,472K	£6,043K	£4,768K	£3,821K	Total net cost

Cost and revenue breakdown in 2009/10 for each of CBC's updated options (£000s)

Annual costs	Baseline	Option A1	Option A2	Option B	Option E	Option F	Option K	Option O	Annual costs
Containers	£370K	£370K	£370K	£681K	£802K	£715K	£370K	£802K	Containers
Vehicles	£488K	£520K	£552K	£555K	£712K	£779K	£711K	£598K	Vehicles
Operating costs & overheads	£2,220K	£2,364K	£2,507K	£2,778K	£3,538K	£3,795K	£3,235K	£2,982K	Operating costs & overheads
Bulking & haulage	£101K	£116K	£132K	£151K	£276K	£214K	£148K	£266K	Bulking & haulage
Recycling sales	-£192K	-£221K	-£251K	-£192K	-£318K	-£281K	-£281K	-£300K	Recycling sales
Recycling credits	-£1,122K	-£1,219K	-£1,316K	-£1,220K	-£1,752K	-£1,547K	-£1,416K	-£1,691K	Recycling credits
Windrow gate fee	£175K	£175K	£175K	£175K	£175K	£175K	£175K	£175K	Windrow gate fee
Bring sites	£28K	£28K	£28K	£28K	£28K	£28K	£28K	£28K	Bring sites
Extra education	£38K	£235K	£335K	£135K	£135K	£135K	£135K	£135K	Extra education
Total net cost	£2,107K	£2,368K	£2,533K	£3,091K	£3,595K	£4,013K	£3,106K	£2,995K	Total net cost

Appendices

Appendix 1 General assumptions for all Essex districts

Appendix 2 Details about KAT

Appendix 3 Performance and cost graphs comparing CBC to other authorities

Appendix 1

General Assumptions for all Essex districts

This document must be read in conjunction with the appropriate maps for each district. It is important to note that ALL the assumptions listed below were agreed for the purposes of the system design modelling project only, and do not at this time represent any form of commitment to any particular future waste management structure or cost apportionment.

Main principle assumptions used for the System Design modelling project

1. For the purposes of this modelling only, there will be two Mechanical Biological Treatment (MBT) plants which will be assumed to be located at Courtauld Road in Basildon and at Rivenhall in Braintree¹; two Material Recycling Facilities (MRFs) (co-located with the MBT plants), two AD plants (co-located with the MBT plants) and an energy facility also at Rivenhall. Where an Option assumes the use of a Partnership Transfer Station (TS), the location of these are assumed to be at the same locations as used in the PFI 2007 OBC Reference Project (see appropriate 2013/14 Maps for each district for approximate locations).
2. The waste collection systems currently operational in 2005/6² were used as the base year in all the modelling i.e. all costs and tonnages are projected from this year.
3. The 'Do Nothing' system represents no change by the WCA or WDA with respect to the collection or disposal systems for waste employed in 2005/6 and this scenario is modelled to continue up until 2038/39 with no changes in the delivery points for the waste streams collected. This is also true for the chosen delivery point for the residual waste to landfill as this has not been changed over time as the landfill void space reduces. As with all of the Options modelled, the same waste growth profile is applied.
4. The Baseline system uses 2005/6 base year infrastructure information and assumes that the collection systems currently in place continue throughout the life of the project. However, when the MBT plants are assumed to become operational, the kerbside collected residual waste is modelled to be delivered by all the kerbside collection vehicles directly to the plants. This Baseline model also assumes that any waste currently being sent to the WDA contracted interim IVC facilities in 2005/6 will continue under this arrangement throughout the life of the contract. An illustration of this can be seen in Maps 1, 2 and 3 of the appropriate set of maps for each district.
5. The assumed long term MBT plants in Braintree and Basildon have been modelled in all Options (except the Do Nothing) as well as the Baseline because these facilities will be required to meet the County's landfill diversion requirements.
6. Actual 2005/6 household numbers in each district were entered into the Baseline wasteflow model. A projected 2021/22 household figure was obtained

¹ Rivenhall was selected as the theoretical location for the modelling purposes in order to calculate the potential costs to an Authority not likely to need transfer stations. Any of the other Waste Local Plan sites in the north of the county could have equally have been selected.

² The baseline year for Colchester has been modelled as 2006/7 due to special circumstances.

from the Regional Spatial Strategy 14 report (RSS 14) for each district which was also entered into wasteflow. The household numbers in any year in between 2005/6 and 2021/22 were interpolated between the two “known” years. Household numbers after 2021/22 were projected to increase at the rate reported between 1999 and 2004.

7. In order to simulate the costs of changing the delivery points of the different kerbside collected waste streams in 2008/9 and 2013/14, it has been necessary to model these new delivery points using the 2005/6 household and tonnage data in KAT. Therefore, in order to take account of the increase in costs which would be expected in the future, due to waste growth, the cost per household figures from the KAT model have been multiplied by the waste growth percentage over the life of the contract. In each year, this new inflated cost/hh figure is then multiplied by the projected number of households to generate the total collection cost in the appropriate year. For each WCA, an additional 15% of total kerbside collection costs has been included to reflect the contractors profit margin since this had not been included in the base numbers.
8. The target systems for maximising the BMW diversion in the Options are modelled to be implemented in 2008/9. The waste treatment facilities at Rivenhall and Courtauld Road (including the MBT plants, MRFs and AD plants as well as the Partnership Transfer Stations) are modelled to become operational at the start of 2013/14 financial year after a 2 year construction period. The SRF Energy facility at Rivenhall is modelled to become operational at the beginning of 2014/15 financial year after a 3 year construction period. In the interim period, between 2008/9 and the end of 2012/13, kerbside collected residual and garden waste will continue to be managed under the current arrangements, and where garden waste is not currently collected it will be assumed to be delivered to the nearest WDA contracted composting site. Also in this interim period, any recycling which requires sorting, in Options 1 and 2, will be sent to the nearest local MRF.
9. Where practical, the future collection systems modelled in the Options have been based on AWC of refuse as there is strong evidence nationally that this is a cost effective way of increasing participation in recycling and overall recycling rates. There are 6 core collection Options models (plus 4 scenarios for transfer stations) with the following collection arrangements:

	Do Nothing	
Residual	2005/6 Service Provision – no change	
Recyclables		
Organics		
	Baseline (Only Phase 2³ WCA's were BVPI compliant)	
Residual	2005/6 system changing in 2013/14 to deliver to appropriate MBT facility	
Recyclables	2005/6 system	
Organics	2005/6 system	
	Option 1	Option 2
Residual	AWC	
Recyclables	kerbside sorted	kerbside sorted
Organics	Separate (KO + GO)	Mixed (K&G)
	Option 3	Option 4
Residual	AWC	

³ The Phase 2 WCA's were Basildon District Council, Rochford District Council and Tendring District Council.

Recyclables	co-mingled	co-mingled
Organics	Separate (KO + GO)	Mixed (K&G)

Where K&G = Kitchen & Garden, KO = Kitchen Only, GO = Garden Only

10. Options 1-4 will assess the viability of MRFs (against cost and performance). In order to assess whether the business case exists for MRFs, a kerbside sorted and co-mingled system should be assessed based on the same service level provision in terms of the range of materials. To ensure that the kerbside sort and co-mingled dry recyclable collection systems can be compared fairly, the same range of materials have been assumed be collected under each system from all households receiving the collection service. The range of materials simulated to be collected in all the Options are listed below along with which materials are assumed to be loaded into the same container on the kerbside sorted vehicle:

	Kerbside sort
○ Paper & Magazines	Stream 1
○ Other paper	Stream 1
○ Non-corrugated Card	Stream 1
○ Corrugated Card	Stream 2
○ Glass mixed	Stream 3
○ Foil containers	Stream 4
○ Aluminium cans	Stream 4
○ Steel cans	Stream 4
○ Plastic bottles	Stream 5
○ Other plastic dense	Stream 5

If the district collects a greater range of materials in 2005/06 then this increased range shall be modelled

11. In the interim period the waste requiring treatment at an IVC plant will be sent to the most appropriate facility out of the following existing interim contracted facilities:
- New Earth Solutions near Maidstone in Kent
 - Adas near Huntingdon in Cambridgeshire
 - County Mulch near Bury St Edmunds in Suffolk

A piece of work has been conducted to arrive at the overall least expensive cost arrangement for the delivery of organic waste from each WCA, which has taken into account the bulking, haulage and gate fee costs at the aforementioned facilities. The output of this work has resulted in a configuration detailed in the following table below.

Interim IVC logistics Summary of wich districts deliver to which IVC site		New Earth Solution IVC	ADAS Envar Contract A	County Mulch Composting	ADAS Envar Contract B
District	Depot	KO = Kitchen Only K&G = mixed Kitchen and Garden			
Braintree	Braintree CM77 8DL		K&G & KO		
Brentwood	Boreham CM3 3AY (Biffa)		K&G & KO		
Epping Forest	Ahern RM20 3EE		KO		K&G
Harlow	Roydon CM19 5DP		K&G & KO		
Uttlesford	Braintree CM77 8DL		K&G & KO		
Chelmsford	Boreham CM3 3AY (Biffa)		K&G & KO		
Colchester	Colchester skip Hire CO6 3AH		KO	K&G	
Tendring	EWD CO7 0SQ			K&G & KO	
Maldon	Boreham CM3 3AY (Biffa)		K&G & KO		
Basildon	Barleylands CM11 2UF		KO	K&G	
Castle Point	Ahern SS14 3DF		KO		K&G
Rochford	Ahern SS14 3DF	K&G	KO		
Southend on Sea	Southend SS2 5QX	K&G	KO		

12. In general in this document, all of the costs are discussed in the Base year price, ie 2005/6. However, in the modelling, these base prices have all been inflated 2 years to 2008. Different types of costs have been inflated at appropriate rates and a summary of these can be seen in the table below. In certain cases actual inflationary increases supplied by ECC have been applied.

Type of cost	Inflation index applied	Inflation rate applied in 2006/7	Inflation rate applied in 2007/8	Inflation rate applied in 2008/9
Tipping Away Payment	Actual increase supplied by ECC	7.5%	3.5%	3.0%
Haulage	Assumed same as Tipping Away increase	7.5%	3.5%	3.0%
Recycling credit	Actual increase supplied by ECC	11.1%	3.0%	3.0%
Bulking, Bring sites, kerbside collection costs, landfill gate fee, third party MRFs & Education costs	RPI X (excluding mortgage payments)	2.9%	3.2%	2.7%
Recyclate prices	Average taken from Letsrecycle.com	3.3%	3.2%	2.9%

13. No uplift in WCA recycling rates has been assumed in any of the scenarios modelled between 2005/6 and 2008/9, even though there have been increases in reality. This is because the objective was to assess the cost increase in implementing the high recycling collection system arrangements detailed in the Options, from a static Baseline.
14. The main assumptions for the payment responsibilities between the WDA and the WCAs in the models are set as follows:

PRE 2008/9

- If a district is requested to deliver their residual waste to a landfill which is beyond five miles of their boundary, they will be eligible for a 'Tipping Away' payment⁴ from the WDA, however, it is the WCAs responsibility to deliver (including any bulking and hauling) this waste to its destination. The five mile calculation starts where the main route used for the journey crosses the district boundary. There were certain exceptions to this arrangement which have been reflected in the modelling up to 2008/9.
- Recycling credits are paid from the WDA to each WCA for every tonne of dry recycling achieved.
- Composting credits are paid from the WDA to the WCA for every tonne of green garden waste recycled. The size of this payment depends upon whether each WCA used the ECC owned windrow composting site or whether they used a third party contracted site (see Assumption 15 for further details).
- The WDA pay for gate fees arising at the landfill sites and ECC contracted windrow composting facilities, as well as CA site costs, landfill tax, any LATS trading.
- The WCA pays for gate fees arising at the any recycling facilities (incl MRFs) and reprocessors, the IVC facilities.

POST 2008/9

- Tipping away payments continue on the residual waste stream only. Post 2013/14, the Tipping Away payment is still paid from the WDA to the WCA even after the Transfer Stations become operational, for the same distance as for the Options without the TS's.
- "Recycling credits" continue and are renamed to "Statutory Funding". It is anticipated that an additional amount of funding will be available from ECC which will essentially give the avoided disposal cost back to the district for extra recycling above the LAA2 recycling targets. The formula for calculating this additional "bonus" funding is still being developed and therefore it is not included in this modelling work.
- The WCA are assumed to pay the gate fee at the windrow composting sites and in return receive a full recycling credit per tonne of composting. Therefore, for the purposes of this exercise only and to enable comparisons to be made between the options and the baselines, the historic 'composting credit', which the WDA are not legally obliged to make, ceases in all Options post 2008/9 including the Do Nothing and Baseline models. In the past, a full recycling credit was paid to WCAs who chose to send their waste to non WDA contracted composting sites where they were also liable for the gate fee. If the WCA delivered their composting waste to a WDA contracted site, they receive a reduced 'composting credit' from the WDA.
- The WDA pay for gate fees arising at the landfill sites, the MBT facilities and the SRF Energy facility, as well as CA site costs, landfill tax, LATS trading.

⁴ The tipping away payments in 2005/6 were calculated on a basis of £0.67 per tonne mile which was modelled to remain static throughout the contract.

- The WCA pays for gate fees arising at the any recycling facilities (incl MRFs) and reprocessors, the windrow composting facilities, the Interim IVC facilities, the long term AD plants and the Partnership Transfer Stations.
15. The tonnage of commercial waste has been assumed to remain constant over the contract life, based on the growth profile of this waste stream over the last few years. This waste will be modelled to go to landfill from 2005/6 until the end of 2012/13 and then it will be delivered to the appropriate MBT plant from 2013/14 onwards. Commercial waste collected by the WCA is assumed to be cost neutral – i.e. the company producing the waste is charged for the collection, haulage and disposal costs and therefore is cost neutral to the Essex taxpayer. For the WCA, no outgoing expenditure or income has been assumed for this waste stream⁵. The disposal cost element, which is reimbursed to the WDA from the commercial waste producer, has been based on the landfill gate fee plus landfill tax per tonne prior to 2013/14 and includes appropriate levels of MBT and SRF Energy plant gate fees after this year.
 16. No continuous improvement at the RCHW sites has been assumed. The current RCHW sites recycling performance is therefore modelled to decrease when a garden waste collection option becomes operational. This is because 33% of the new garden waste collected is assumed to be diverted from the RCHW sites (see assumption 65 for further details). It is anticipated that the RCHW's sites will improve on their recycling rates over time, but it has been necessary to keep them static in order to isolate the WCA effects in this modelling.

Assumptions for the KAT input data

17. Whilst the duration of the 'kitchen only' waste collection is assumed to be for the full year (i.e. 52 weeks), a 35 week duration has been assumed for the 'mixed kitchen & garden' waste and 'garden only' waste collections, in order to take account of the seasonality of garden waste arisings. This is a standard method used nationally in other KAT modelling exercises. In order to reflect this seasonality it is necessary to reappportion the same tonnage of waste over a reduced frequency of collection so that the resource needs for the busier periods of the year can be identified. If the frequency was not reduced, the model would predict incorrectly that fewer vehicles would be required, which would leave the district struggling to cope with the volume of garden waste produced during the summer months. Although the collection frequency is reduced, this nonetheless results in identical capital costs for the collection vehicles as they are still required all year, but slightly reduces the fuel costs during the quieter winter period. Salaries, overheads and other running costs are unaffected.
18. The contamination level in all the versions of recycling and composting systems simulated in all of the KAT models (including baseline) is 0%. This is to recognise that contaminated waste is collected by the vehicles without knowing whether it is "contaminated" or not. Contamination levels reported at the treatment facilities are taken into account in the Massflow sheet of the associated Wasteflow model.

⁵ It should be noted that any impact on residual waste fleet arrangements has not been calculated as this waste has been assumed to be collected on separate vehicles.

19. When modelling new collection arrangements for a district, average road speeds have been calculated using an average of the real travelling times in 2005/6 between delivery points for each district. This method has been used because using MS Autoroute or AA route planner does not give a robust estimate of journey time because actual road speeds can not be entered into the programs for specific vehicle type i.e. for refuse trucks in this instance, and also they do not fully take account of hold ups at traffic lights or traffic queues during peak hours etc.
20. For each collection system in KAT, only one vehicle type can be selected. Therefore, in the Baseline models for each district where several different sizes of collection vehicles are currently in operation, an average payload is calculated and a corresponding vehicle selected for the purposes of the modelling only.
21. When modelling the Options, **fortnightly refuse** collections have the following infrastructure arrangements⁶:
 - Vehicle: The same vehicle is utilised in the options modelling as occurs in the baseline model. It is assumed that the district has chosen this vehicle for a specific reason and as such would continue to do so.
 - Collection container: 240 litre wheeled bin (10yr lifespan) – £20/bin⁷.
22. When modelling the Options, **weekly refuse** collections (where appropriate) have the following infrastructure arrangements⁵:
 - Vehicle: RCV (use current size) – with compaction – depreciation 5yrs
 - Collection container: black plastic sacks (1 week lifespan) or same as the current method of refuse collection if different.
23. When modelling the Options, **weekly separate kitchen** collections have the following infrastructure arrangements⁵:
 - Vehicle: Modified Caged tipper – 3 tonne payload – no compaction – depreciation 5yrs
 - Collection container: 25 litre Lockable bucket (7yr lifespan) & kitchen caddy + liners – Total cost for both bucket & caddy £5.30. The cost of the kitchen caddy liners is taken into account in the Wasteflow model, please see assumption 45 below.
24. When modelling the Options, **fortnightly mixed kitchen & garden** collections have the following infrastructure arrangements⁵:
 - Vehicle: The same vehicle will be used for mixed Kitchen & Garden as is for refuse collection in the baseline. The Mixed K&G vehicle will require all the same characteristics as the refuse vehicle i.e. large capacity, bin lifting and compaction. In accordance with the other assumptions made in this work (fortnightly refuse collection) the vehicle used by the District in 2005/06 is assumed to be the most suitable for the specific requirements of that District.

⁶ Although there is flexibility to choose the most appropriate average vehicle size for a particular district, for the purposes of the modelling only, all vehicles are assumed to be bought as new and therefore the capital costs of the chosen vehicle are included in the KAT model and are depreciated over either 5 or 7 years which ever is appropriate for the type of vehicle used.

⁷ These default container costs are also used in the Baseline models in order to reduce any bias between the baseline and the Options.

- Collection container: 240 litre wheeled bin (10yr lifespan) & kitchen caddy + liners – Cost for bin is £20⁶ and kitchen caddy is £1.30. The cost of the kitchen caddy liners is taken into account in the Wasteflow model, please see assumption 45 below.
25. When modelling the Options, **fortnightly kerbside sorted recyclables** collections have the following infrastructure arrangements⁵:
- Vehicle: Stillage 15m³ – 7.5 tonne payload – no compaction – depreciation 5yrs
 - Collection container: 2 x 50 litre Box (7yr lifespan) & Plastic Bag (optional) – £2.50⁶ for each 50 L box, therefore £5.00 in total.
26. When modelling the Options, **fortnightly co-mingled recyclables** collections have the following infrastructure arrangements⁵:
- Vehicle: If the District already has a co-mingled collection system then the vehicle that was used in 2005/06 is modelled in the options. However if not then use a RCV 24m³ – 11 tonne payload – with compaction – depreciation 5yrs
 - Collection container: 240 litre wheeled bin (10yr lifespan) – £20/bin⁶
27. For the kerbside sort option, ‘partial sorting’ rather than ‘fully sorted’ has been selected in KAT. The reason for this is that the large number of waste streams collected makes full sorting highly impractical and unlikely with a kerbside sort vehicle.
28. When inputting the kerbside sort option the number of collection containers provided to households on the scheme is assumed to be two. This is in direct response to the large range of materials collected and the fact this service is modelled as a fortnightly collection. There is the potential that the districts may provide more boxes, however, there are financial, behavioural and physical barriers to this.
29. When inputting the kerbside sort collection durations in the options, it is necessary to increase the collection time by 20% to take into account the increased effort by the loader because of the 2 containers. The collection time is not increased by 100% as not all households will utilise the second container and loaders will often, where practical, consolidate 2 containers into 1 for transporting to the vehicle.
30. The capital expenditure cost for the collection vehicles in the Baseline and Options models are based on the default values provided in the KAT model. The reason for this is that whilst Districts could provide specific figures for some vehicles, this was not true for all vehicles. Therefore to ensure no bias financially, the same foundation for the costs of the vehicle was input by using the KAT default values alone. The table below details the KAT default values used for each vehicle modelled.

Vehicle	Capital Cost without Lift	Bin lift Cost	Total Capital Cost	Standing Cost
Caged Tipper 7m ³	£29,000	£5,000	£34,000	£2,554
Stillage 15m ³	£42,000	n/a	£42,000	£3,687
Kerbsider 15m ³	£55,000	n/a	£55,000	£2,624
Putrescible 14m ³	£90,000	£20,000	£110,000	£2,696
RCV 16m ³	£90,000	£20,000	£110,000	£4,521
RCV18m ³	£95,000	£20,000	£115,000	£5,179
RCV 20m ³	£95,000	£20,000	£115,000	£5,544
RCV 22m ³	£100,000	£20,000	£120,000	£5,934
RCV 24m ³	£100,000	£20,000	£120,000	£6,798
65%/35% 21m ³ split	£110,000	£20,000	£130,000	£5,870

31. KAT defaults were used for the annual vehicle standing costs and the annual vehicle running costs in the Baseline and Options models. The KAT default standing costs are detailed in the table above whilst the default running costs are calculated from other district specific information input into the model e.g. miles driven/week/vehicle. The reason for this was that the specific methodology for the calculations within KAT was not known; also many districts did not know exactly what was contained within their figures. Therefore to ensure that no financial bias occurred between models the KAT default was used for all the vehicles.
32. Within the model the default values shall be used for the collection and loading timings of the different collection systems. This is to ensure that all districts are provided with a level playing field with regard to efficiency. Furthermore, initial information collected from the districts indicated that there the exact figures were not known. The Kitchen only collection required the use of a lockable Kitchen Bucket that was not represented in the KAT model, therefore, expert opinion was sought and a figure of 8.7 seconds for the collection time was utilised.
33. KAT defaults for the supervision percentage of crew costs and overheads as a percentage of operating costs shall be used to ensure that all Districts are modelled under the same parameters, removing the potential for financial bias between models.
34. When the KAT model estimates that a collection system will require a proportion of a vehicle this shall be accepted. When the model indicates 0.1 of a vehicle is required, the reality is that the collection teams would be asked to work slightly longer/quicker so that the new vehicle (and its full set of costs) is not required. This assumption will not be made in this modelling exercise. Therefore, should a collection system require 5.1 vehicles, this will not be amended to 5.0 vehicles and the resulting capital cost for 6 vehicles will be calculated.
35. The KAT default figure of 7hrs 30mins working hours per day will be used for all new collection systems in the Options models.
36. An annual education cost per household has been included in the WCA costs as detailed in the Table below in all the Options including the Baseline since this education/advertising activity is currently on going. The WDA have also been charged the same annual amount to go towards re-education of the public and advertising campaigns about the new collection systems. In the Baseline model, the cost per household figure is assumed to remain constant from 2005/6 onwards. It has been assumed that in order to successfully instigate the

target Options collection systems from 2008/9 onwards, an enhanced public education programme has been implemented. The costs for this public education scheme have been estimated from evidence from the high diversion trials and are assumed to be shared equally between the WCAs and WDA (50% borne by WCA and 50% by WDA). The years in which the education programme costs have been set are detailed in the table below and they have been profiled in-between these years.

Year	Cost/hh
2005/06	£1.00/hh
2008/09	£3.50/hh
2033/34	£3.50/hh

37. To calculate the increase in garden waste captured as a result of the provision of a **free** green waste collection scheme, the potential kg/hh of green waste was calculated based on the garden waste composition arisings in the waste composition. A figure of 70kg/hh/yr was agreed between experts to be added to the current household garden waste arisings. This 70kg represents the garden waste arising at the kerbside as households use the kerbside system instead of RHWCs or home composting. Where the capture rate of any fully rolled out current garden waste collection in a Baseline KAT model exceeds the calculated capture rate in the Options models which include the extra 70kg, the Baseline capture rate is used in the Options in order to fairly reflect a very successful scheme (e.g. for Colchester). However, if the capture rate of a partially rolled out garden waste collection system in a Baseline KAT model exceeds the calculated capture rate in the Options models which include the 70kg, the Baseline capture rate is kept for the current households on the scheme and the calculated capture is used for the remaining households (e.g. for Maldon). The overall tonnage of garden waste collected from the kerbside by the WCA was then calculated using the kg/hh/yr figure multiplied by the number of households that are provided with Garden only or Garden & Kitchen waste collection services
38. Below is the table of set out, participation and capture rates for all the Options modelled. In the baseline the participation and set out rates are tailored to each districts current performance in their baseline KAT models. The capture rates are derived from the participation rates and the current recovery of each material by the each district.

A weekly refuse variation of Options 2 and 4 was modelled for Harlow in order to confirm that increases in recycling rates can be achieved at lower costs, when switching from weekly to alternate weekly for residual waste. It should be noted that these two extra Options were modelled for the pilot district only and will not be run for any other districts.

Forecasting future rates for each Authority is problematic and dependent on a number of factors such as contractor performance, socio-economic profile of the area, historical service quality and effectiveness of communication strategies, etc. The future performance rates would typically be estimated from current baseline system performances and similar schemes operating elsewhere. However, rapid improvements to performance in Authorities around the UK have usually resulted when multiple system changes have been implemented at the same time making it almost impossible to review the impact of each system change individually. For this reason, standard rates have been applied to each of the Authorities in this analysis, see table below. However, as performance data becomes available in the future it is possible for the KAT models to be amended.

Although the rates are kept the same for each district, their recycling rates will of course come out differently depending on composition of the waste arisings in that particular district. For example, if a district has low garden waste fraction in their composition this will be reflected in the tonnage of garden waste which can be collected.

The figures in the table below are averages for the whole of the UK which means they are realistic achievable rates for all the districts. By keeping the same rates for each district, it will give a fair comparison, otherwise there maybe unintentional positive bias towards certain districts who are already achieving high recycling rates and a negative bias to those who struggled to meet their 2005/6 BVPI recycling targets. Given the proposed investment in education and promotional material (up to £3.50 per household in the Options models), these rates are considered realistic for Essex authorities.

AWC Refuse					Weekly Refuse				
Option 1 (AWC)					Option 2a (WK)				
		Set out	Participation	Capture			Set out	Participation	Capture
Coll 1	Fortnightly Refuse	95%	-	-	Coll 1	Weekly Refuse	95%	-	-
Coll 2	Fortnightly K/S Recy	75%	85%	75%	Coll 2	Fortnightly K/S Recy	55%	65%	75%
Coll 3	Fortnightly Garden	75%	85%	TBC	Coll 3	Fortnightly Mixed K&G	70%	G = 70% K = 20%	G = 100% K = 75 %
Coll 4	Weekly Kitchen	55%	65%	75%	Coll 4	N/A	-	-	-
Option 2 (AWC)					Option 3 (AWC)				
		Set out	Participation	Capture			Set out	Participation	Capture
Coll 1	Fortnightly Refuse	95%	-	-	Coll 1	Fortnightly Refuse	95%	-	-
Coll 2	Fortnightly K/S Recy	75%	85%	75%	Coll 2	Fortnightly Co-min Recy	75%	85%	75%
Coll 3	Fortnightly Mixed K&G	75%	G = 75% K = 40%	G = TBC K = 75%	Coll 3	Fortnightly Garden	75%	85%	TBC
Coll 4	N/A	-	-	-	Coll 4	Weekly Kitchen	55%	65%	75%
Option 3 (AWC)					Option 4 (AWC)				
		Set out	Participation	Capture			Set out	Participation	Capture
Coll 1	Fortnightly Refuse	95%	-	-	Coll 1	Fortnightly Refuse	95%	-	-
Coll 2	Fortnightly Co-min Recy	75%	85%	75%	Coll 2	Fortnightly Co-min Recy	75%	85%	75%
Coll 3	Fortnightly Garden	75%	85%	TBC	Coll 3	Fortnightly Mixed K&G	75%	G = 75% K = 40%	G = TBC K = 75%
Coll 4	Weekly Kitchen	55%	65%	75%	Coll 4	N/A	-	-	-
Option 4 (AWC)					Option 4a (WK)				
		Set out	Participation	Capture			Set out	Participation	Capture
Coll 1	Fortnightly Refuse	95%	-	-	Coll 1	Weekly Refuse	95%	-	-
Coll 2	Fortnightly Co-min Recy	75%	85%	75%	Coll 2	Fortnightly Co-min Recy	55%	65%	75%
Coll 3	Fortnightly Mixed K&G	75%	G = 75% K = 40%	G = TBC K = 75%	Coll 3	Fortnightly Mixed K&G	70%	G = 70% K = 20%	G = 100% K = 75%
Coll 4	N/A	-	-	-	Coll 4	N/A	-	-	-

TBC = To Be Calculated. Based on each districts waste composition plus an additional 70kg/hh/wk to reflect the "new" waste collected.

KAT model assumptions

39. In the interim period, between 2008/9 and the end of 2012/13, when the new collection systems are in operation, for each district, both the weekly separate kitchen waste collection and the mixed kitchen and garden collections are assumed to be bulked at the local bulking depot before being transported to the appropriate interim IVC facility. After 2013/14 when the AD plants are operational for the treatment of organics, both the weekly separate kitchen waste collection and the mixed kitchen and garden collections are assumed to be direct delivered to the appropriate facility.
40. In the interim period, in the Options, the kerbside sorted and co-mingled dry recyclables are assumed to be bulked at a local depot before travelling on to either Reprocessors or MRFs. From 2013/14 onwards, for all Options without Transfer Stations where kerbside sorted recyclable collections are modelled,

the collection vehicle has been assumed to deliver to a local bulking point before the materials are taken on to their appropriate Reprocessor. Co-mingled recyclables collections on the other hand, are delivered direct to the MRFs located at Rivenhall in Braintree or Courtauld Road in Basildon (in models which exclude Transfer Stations). Please refer to the appropriate district maps to visualise this assumption.

41. In the models which assume the Partnership Transfer Stations are operational from 2013/14, these facilities can be used for the bulking of all waste collection streams where appropriate i.e. for residual waste, for kerbside sorted recyclables, for co-mingled recyclables, for kitchen waste only collections and for mixed kitchen and garden collections. Since bulking of garden only waste can have operational challenges and the WDA contracted composting sites are relatively well distributed for each district, it is unlikely that this waste stream will warrant bulking at the TS first. However, this point of detail can be assessed once the requirements for the TS are fully demonstrated.

Assumptions for the wasteflow input data

42. In all options where food waste is collected, two rolls of kitchen caddy liners (25 liners/roll) were assumed to be paid for by the WCA, at £1.50 per roll in wasteflow. All other collection container costs (including the 25litre lockable kitchen waste bucket) have been included in the KAT models.
43. The performance of the Bring sites are kept constant from 2005/6 and therefore the tonnages collected over the life of the contract only increase with waste growth. The justification for keeping the tonnage constant is because regardless of whether there is a kerbside collection of recyclables, it is believed that the type of people who currently using Bring sites will continue to do so as this has been seen in other authorities which have introduced similar kerbside schemes. Where the actual cost of bring waste collection was unknown, a cost for this collection service has been modelled at an average cost of other districts in Essex, which includes any haulage of the materials to the Reprocessors but not the income from the sale of these materials, as this income is included separately.
44. The process residues from the proposed MBT plants at Braintree and Basildon are both sent to Bellhouse landfill at Stanway.
45. Between 2005/6 and 2007/8 inclusive, in all wasteflow models (including the Baseline) the average level of rejects for all dry recycling collected at the kerbside for all districts, is 0.5% which reflects the amount of contamination reported by the districts in their BVPI audited data at their local MRFs. No rejects were reported at the composting sites or at the interim IVC facilities. In the Baseline wasteflow these levels of rejects are kept constant for the remainder of the contract. From 2008/9 onwards, 1% rejects have been assumed from all composting sites with 10% rejects from interim IVC facilities and long term AD plants. The disposal cost for the rejects from the AD plant has not been taken into account at the gate fee of the AD plants and consequently, the WDA are paying for this disposal of rejects to landfill. In the wasteflow models, the rejects from the MRFs are sent to the MBT facility where it is assumed that there is a 5% recovery of recyclable materials. This tonnage of recycling from the MBT plant has been apportioned back to each district based on their MSW arisings in 2005/6 and can therefore contribute towards each districts BVPI recycling target.

46. Co-mingled and kerbside sorted recycling Options

WRAP published a report in June 2008 which was a comprehensive study into different household recycling systems⁸ which highlighted the following:

- In the current market, kerbside sorted schemes are more cost effective for Local Authorities than single stream co-mingled. However, two stream co-mingled collections where paper is kept separate, have similar net costs to kerbside sort schemes.
- Co-mingled schemes had generally been thought to be cheaper to run but fare less well when the cost of sorting the material at a MRF is taken into account.
- Contrary to the popular belief that co-mingling is more successful in collecting recyclable materials, what determines how much recycling people do is the size of the containers they have to put it in.
- Although earlier work had shown that kerbside sort schemes achieve higher quality recyclable materials than co-mingled collections, as there is less risk of non-recyclables being included, it has been observed that different areas have different needs and there is no such thing as a one-size-fits all “best scheme”. In fact, co-mingled schemes may be the best option in some areas such as inner cities, where on street parking prevents kerbside sorting and there are lots of multi-occupancy houses where it is difficult to store multiple containers.

A few trends are evident related to single stream co-mingled recycling:

- More local authorities in the UK are implementing single stream co-mingled collection and processing schemes, with and without including glass as a designated co-mingled material. It is a trend that seems likely to continue.
- Single stream co-mingled recycling can result in higher recovery of targeted recyclables but higher contamination than comparable 2-stream collections.
- Technologies continue to improve to separate and process single stream co-mingled recyclables. As a result, newer MRFs are able to produce grades of paper that meet and, in fact, exceed those of older MRFs.

There is evidence found in studies⁹, which discuss that MRFs in the UK are reporting process reject fractions of between 2% and 15% (also known as the efficiency of the MRF). This process reject fraction includes:

- non recyclables (i.e. contaminants) which are mixed in with the targeted materials, and
- non targeted materials (i.e. glass when the MRF only accepts paper, card, cans and plastics).

When the recyclables vehicle arrives at the MRF, a visual inspection will determine whether the MRF will accept the load for processing. If there is deemed to be more than the agreed level of non targeted or contaminated recyclables in the load, it will be rejected at the gate, and the vehicle will usually have to go to landfill to dispose of its load. The agreed level of contaminants in each load of co-mingled materials accepted by MRFs is reported to be within the range of 7-15%¹. However, this figure is dependent upon the number of

⁸ http://www.wrap.org.uk/wrap_corporate/news/wrap_reveals_results.html

⁹ http://www.wrap.org.uk/wrap_corporate/about_wrap/mrf_home_page.html

materials accepted in the co-mingled collection and the technology process in operation at the MRF.

In the MRF Costings Model User Guide¹⁰ published by WRAP, the arisings and recycling performance data from a number of sources were then used to develop representative recovery rates for use in the MRF costing models. The projected recovery rates shown for each MRF system represent “best practice” for that type of programme. The recovery rates are higher than presently experienced in many UK collection programmes and are meant to reflect recovery rates that local authorities should be aspiring to achieve. They have been developed with due consideration of the performance of some of the leading recycling programmes in the UK and refined to project what is considered high level (but practical) householder participation and material capture rates.

The guidance goes on to discuss the expected recovery rates:

Experience shows that a fully co-mingled collection system experiences higher recovery rates than the equivalent 2 stream collection systems, primarily because of increased convenience for the user. For the purposes of the MRF costings model, it is conservatively projected that recovery rates for the 2 stream systems are 90% of those for the single stream co-mingled system. In addition, in the case of 2 stream systems, where collectors have opportunities to sort visible contaminants from a box, recovery rates of some of these unwanted materials (e.g. liquid beverage cartons, non-recyclable paper, etc.) have been assumed lower than for those materials in the fully co-mingled single stream systems, since there is no opportunity in a bag or a wheeled bin collection to sort out these materials. These material compositions are used as in-feed to each of the respective MRF designs. Even though most of the non-recyclables are assumed to be removed during collection, small quantities are still assumed to be included in the incoming recyclables stream delivered to the MRF. These materials will form part of the MRF residue stream requiring ultimate disposal.

Recovery rates for the targeted recyclables are used to calculate the quantity of each recyclable to be marketed. The remaining tonnage (comprised of recyclables not recovered and non-recyclables that are in with the recyclables delivered to the MRF) is identified as residue. Residue is highlighted for both fibre and the containers and then averaged for all of the incoming material. With the default values used in these models, residue is 14-18% for the single stream MRFs and 7-8% for the 2 stream MRFs.

BVPI guidance¹¹ states that a WCA can use the MRF’s overall contamination rate if there is no more accurate information on their waste stream is available when reporting BV 82a (Percentage of household waste arisings which have been sent by the Authority for recycling). However, current practise for reporting accurate reject rates from the MRF within WCA’s is not common practise since the MRF operators are not required by law to report the overall reject level of the plant back to each WCA. Therefore, small discrepancies over the actual amount of household waste “sent for recycling” (not sorting) claimed under BV 82a can occur.

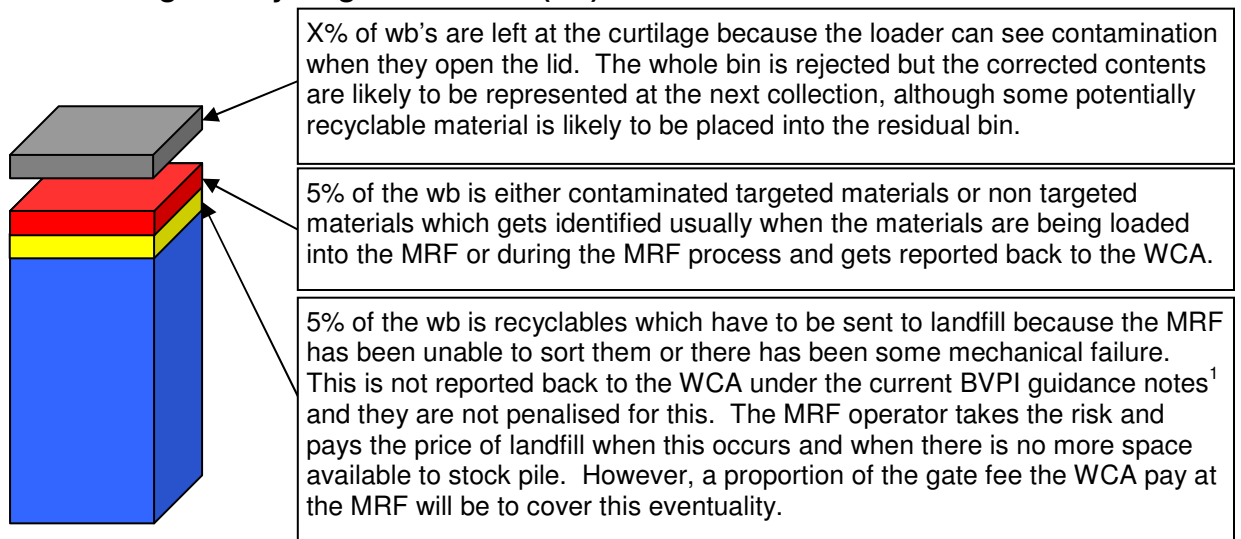
¹⁰ http://www.wrap.org.uk/downloads/User_guide_for_publication_LC_21Dec06.833229a4.pdf

¹¹ <http://www.audit-commission.gov.uk/performance/downloads/acbestvalueperformanceindicators.pdf>

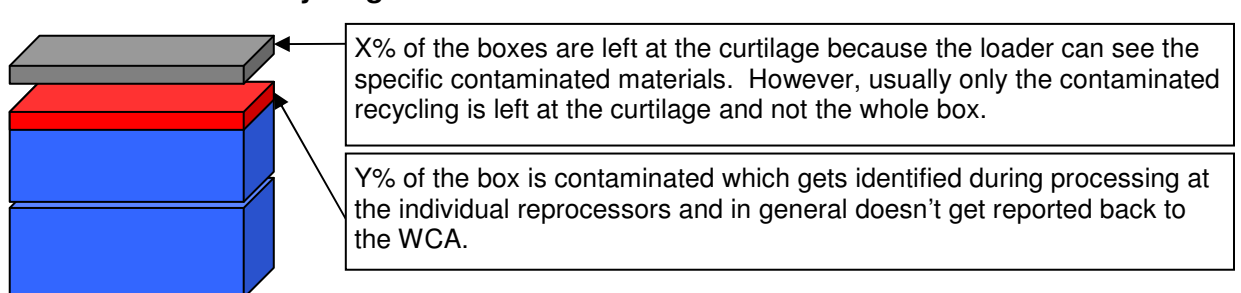
In order to reflect current practise, the System Design modelling assumes that when dry recyclables are collected in a single co-mingled stream, the WCA's are penalised 5% of their recycling sent to the MRF¹² as this is assumed to be the average level of contamination in each load. Also, the cost of treating¹³ and disposing¹⁴ of 10% of the materials sent for recycling is charged back to each WCA in the calculated gate fee. Again, to reflect current practise, the System Design modelling assumes when recyclables are collected using a kerbside sort arrangement, the WCA's are penalised 0% of their recycling sent directly to third party reprocessors.

The text below assumes that the figures provided are for an average household.

Co-mingled recycling wheeled bin (wb)



Kerbside sort recycling boxes x2



47. From 2013/14, all of the WCA collected commercial waste, bulky waste, other household waste and 100% of street sweepings are sent to the MBT plants for processing. Before 2013/14 these waste streams are assumed to continue to go to their local landfill sites. The recycling collected at RHWCs which diverts

¹² Note: If the MRF's are procured under the PFI contract along with the residual treatment contracts, it is likely that the reject rates passed back to the WCA's may be higher than what the WCA's are currently experiencing with third party MRF operators because the performance of the MRF will be more transparently linked to the tonnage sent for residual treatment.

¹³ Treatment of the MRF rejects is through the MBT plant between 2011-13 and after that the MBT and SRF energy plant.

¹⁴ Disposal of the waste from the MBT plants and SRF energy plant is sent to landfill and charged at the appropriate gate fee.

more waste from landfill has also been taken into account when calculating the LATS performance of the Options. Half of the RHCs residual waste was sent to the MBT plant for processing and half was sent landfill due to the unsuitable nature of part of this waste stream to be processed at these facilities. The collection of bulky waste is paid for by the waste producer, where WCA's levy a bulky waste collection charge, however, the disposal costs for this waste, other household waste and street sweepings are paid for by the WDA.

48. The assumed incomes from the sale of all recyclates and compost up until 2013/14, are detailed in the table below and are on 2006 price basis. These figures are averages over the last 2 years of recyclate prices. After 2011/12, the kerbside recycling prices decline from £67.21 to £40 by 2020 and to £20 by 2038, and the bring and RHC's recyclables prices decline at the same rate. After 2020 the prices remain static. This reduction in recyclate prices is to reflect the current buoyant market and that it is unlikely to continue at these high prices indefinitely. It is almost impossible to accurately forecast income prices beyond 5 years into the future. It should be noted that the reason for the income rates for both kerbside sorted and co-mingled dry recyclables being the same is because the range of materials collected are the same and the papers and glass have to be collected mixed due to the size constraints on the kerbside sort vehicle.

Average Value of...	2005/6
Kerbside sorted recyclables	£ 67.21
Kerbside Co-mingled recyclables (post sorting)	£ 67.21
Bring recyclables	£ 33.22
RHCs dry recyclables	£ 10.74
Garden waste composting	£ 6.68
Mixed kitchen & garden waste composting	£ 0.00
Kitchen waste only composting	£ 0.00
Recyclables from the MBT plants	£ 10.59

49. Any new bulking activities from 2008/9 attract a charge to the WCAs of £7/tonne¹⁵ plus haulage costs to the next delivery point charged at £0.15/tonne-km¹⁶ for co-mingled and kerbside sorted recyclates and compost like materials. In the case of the kerbside sorted recyclables where the distance to the delivery point is dependent upon the type of material, an average distance of 70 miles has been assumed. This figure has been approximated assuming that 80% of the materials travel a fairly short distance (40 miles) to their appropriate reprocessors and the other 20% of the materials have to travel a fairly long distance (200 miles) to their appropriate reprocessors.

¹⁵ This assumed bulking cost was generated after discussions with WRAP and WCA's currently using bulking arrangements. A sensitivity using an increased bulking rate for kerbside sorted materials can be run in order to take in to account the increased cost of baling the low density materials, for example plastics.

¹⁶ This assumed haulage cost was generated by taking an average of prices being costed into recent waste management bids.

Wasteflow model assumptions

50. The 25 year contract period for this System Design Project is assumed to be from 1st April 2014, the operational date of the SRF Energy facility, to 31st March 2039.
51. The growth in waste arisings alone has been modelled to reflect the recent trends seen within Essex. The trends observed are that of a 1% overall growth rate per annum of which approximately 0.3% is attributed to waste growth rate and 0.7% to household growth. The overall growth rate, which is the sum of the waste growth rate and the household growth rate, is applied to the base year tonnages entered in 2005/6 in order to calculate the future waste tonnages. The household growth rates have been calculated for each district using the projected household figures.
52. Between 2005/6 and 2033/34 for each district where applicable, the tipping away payment for the tonnage of residual waste which is sent to landfill excludes any commercial waste but bulky and street sweepings are eligible.
53. The waste composition for each district is assumed to stay constant and is based on the data provided from the 2004 MEL study.
54. For each district, the location of the landfill site used in 2005/6 is assumed to be the same throughout the life of the contract. Even though the district's current local landfill site may potentially be unavailable in the future, it is impossible at this time to make an accurate assessment of these changes. The landfill gate fee used in the model was £27.09 in 2005/6 with the addition of the appropriate deflated landfill tax for future years after 2008.
55. Landfill tax for active waste has been assumed to increase at the specified rate of £8/year up until it reaches £48/tonne in 2010/11. After this year, the rate increases linearly up until £7/tonne by 2020 and remains static after this year. Note: these prices were deflated to a 2008 basis in the models. The landfill tax for inactive waste is at £2/tonne up to 2008/9 and at £2.50 thereafter.
56. After 2005/6, the garden waste from the RHCs has been apportioned to the 3 windrow composting facilities, Pitsea, Heatherlands and Birch, based on the arrangements observed in 2005/6.
57. Any changes to actual delivery points for the WCA's in 2006/7 or 2007/8 in the baseline model have not been taken into account until 2008/9.
58. For each Option modelled, in order to calculate more accurate sizing of the treatment facilities and therefore the treatments costs in the wasteflow model, it was necessary to approximate the diversion performance of Uttlesford District Council and Southend Borough Council. Southend were assumed to collect the same profile of waste as was identified in the 2008 OBC reference case and Uttlesford were modelled to hit their 2008 LAA recycling target and to remain static at that rate. Since the data for these two councils is identical in each Option model, there is no bias effect.
59. In order to assess the difference in the costs of the Options to the Essex taxpayer, it has been necessary to apportion the whole system costs of all the waste treatment facilities (including the cost of the long term MBT and SRF Energy plants actually funded by the WDA) back to the districts. This calculation is for illustration purposes only and was based on their proportion of the MSW arisings in Essex in 2005/6. For example in 2005/6, Braintree produced 7.3% of the total MSW arisings in Essex, therefore they are apportioned 7.3% of the treatment and disposal costs in this calculation.

60. Although the EU Landfill Directive and WET Act 2003 set BMW Diversion targets up to 2020, it is assumed for the purpose of this modelling that such targets will continue to be in force throughout the contract. A LATS trading profile has been entered into the model so that any spare allowances are sold or any required allowances are bought at the same rate per tonne. This assumed profile can be seen in the table below (note these prices are on a 2008 basis). No LATS penalty values have been assumed.

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020+
£0.00	£24.22	£23.46	£22.72	£30.81	£25.88	£24.80	£27.06	£34.79	£37.05	£53.67	£80.18	£50.31

61. To assist with the sizing of the waste treatment facilities, assume:
- The facilities at Rivenhall will treat waste from Braintree, Chelmsford, Colchester, 50% Epping Forest, Harlow, Maldon, Tendring and Uttlesford.
 - The facilities at Courtauld Road in Basildon will treat waste from Basildon, Brentwood, Castle Point, 50% Epping Forest, Rochford and Southend.
62. It is been observed that the introduction of a kerbside garden waste collection increases the overall waste collected within an authority area, and that the garden waste collected on this new scheme comprises of three elements, where:
- One third is garden waste that would have otherwise been collected in the residual waste stream;
 - One third is garden waste that would have otherwise been taken by the householder to the RHCs; and
 - One third is garden waste that would have otherwise been disposed of in other methods such as home composting.

Therefore, the MSW arising in a district which has introduced a kerbside collection of garden waste has been increased by the one third of the garden waste tonnage collected on this scheme to take account of the new waste which would have otherwise not been accounted for.

63. Due to the fact that introducing a garden waste collection scheme diverts garden waste away from the RCHW sites, an appropriate deduction has been made in all the wasteflow models to take account of this.
64. Since the WDA contracted windrow composting sites are relatively well distributed throughout the geographical area of Essex, all green garden waste is sent to the nearest composting site and does not take into account any potential contractual North / South split in the WDA geographic area.
65. For the financial year 2013/14, out of every tonne of residual waste entering into the MBT plant, it is assumed that 30% is lost as water evaporation and other gasses, 5% is recovered as recyclables materials, 3% is recovered as useable compostable material and the remaining 62% process residues are sent to landfill. After the energy plant becomes operational in 2014/15, it is assumed that out of every tonne entering the MBT plant 25% lost as water evaporation and other gasses, 5.3% is recovered as recyclables materials, 3% is recovered as useable compostable material and 49.6% SRF which is burnt, resulting in 17.1% process rejects and 4% ash residues being sent to landfill. The assigned national average of BMW out of MSW is 68%. The BMW content

of the process residues which go to landfill from the MBT in 2013/14 are assumed to have been reduced by approximately 32% and after 2014/15 when the SRF Energy plant is also operational by approximately 78% i.e. from 68% to 15% BMW content.

66. The SRF Energy plant is assumed to export 992 kWh of electricity per tonne of SRF burnt with a CV of 17 MJ/kg and 21% efficiency of conversion to electricity.
67. It has been assumed that the 5% recycling which is recovered from the front end of the MBT process will be apportioned across the WCA's. This is why a rise in WCA recycling can be seen in all the Options including the Baseline when the MBT plants become operational in 2013/14. However, no funding to the WCA is eligible on this extra recycling.
68. Electricity exported from the AD plants is assumed to be at 75kWh/t plus two ROC income based on £35/MWh in addition to £35/MWh for base electricity. This also assumes that the biomass content is 35% in line with recent RO scheme changes.
69. The capital and operating cost elements of building the centralised treatment facilities within the County were entered into the wasteflow models and an extra 10% was added on to the costs each year in order to reflect the cost of borrowing this required capital.
70. In order to translate the lifecycle capital, operational costs and annual land lease costs for each treatment facility into a static gatefee over the life of the project, (to which WCA's can directly relate) it has been necessary to make an adjustment specific for the MRFs to take account of the expected change in income from the sale of recyclables. The profile of income is discussed in Assumption 51.

This calculation resulted in a static gate fee for the life of the treatment facilities except for in the MRF's where an annualised gate fee has been calculated taking into account the expected change in income from the sale of recyclables. The benefit to the WCAs of this annualised gate fee arrangement is that in the short term the gate fees are relatively low since we have assumed that the WCA and the MRF contractor equally share the upside risk on the recycle prices market.

71. Income from the sale of recyclates from the MRFs and MBT facilities and income from the sale of compost from the AD plants will be taken into account in the estimated gate fee charges to the WCAs.
72. Any PFI credits that may be available in the future have not been taken into account in this modelling work. It is intended that a sensitivity will be run in order to assess the impact of any PFI credits.

A list of the Maps which have been produced for each district.

Map 1: WCA/WDA cost allocations and tonnage flows in 2005/6 in all Options including the Baseline

Map 2: WCA/WDA cost allocations and tonnage flows in 2008/9 in the Baseline only

Map 3: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Baseline only

Map 4: WCA/WDA cost allocations and tonnage flows in 2008/9 in the Option 1

Map 5: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 1

Map 6: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 1+TS

Map 7: WCA/WDA cost allocations and tonnage flows in 2008/9 in the Option 2

- Map 8: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 2
- Map 9: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 2+TS
- Map 10: WCA/WDA cost allocations and tonnage flows in 2008/9 in the Option 3
- Map 11: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 3
- Map 12: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 3+TS
- Map 13: WCA/WDA cost allocations and tonnage flows in 2008/9 in the Option 4
- Map 14: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 4
- Map 15: WCA/WDA cost allocations and tonnage flows in 2013/14 in the Option 4+TS

Appendix 2 Details about KAT

Description & definition

KAT is a Microsoft © Excel™ workbook that provides a method of assessing the costs of different kerbside collection options for meeting household waste recycling targets. KAT has been designed to require only a very limited amount of data before projections are possible. It provides a straightforward method to enable consistent projections of kerbside collection infrastructure and costs, tailored to a particular collection area. KAT is primarily intended as an aid to WCAs in the planning of new kerbside collection systems.

It can be used to:

- establish the infrastructure required for different collections;
- establish the relative costs of implementing different systems;
- by running different scenarios, assess and compare collection options to identify the most financially viable;
- compare the cost effectiveness of different scenarios (for example, decreasing capture, but increasing participation or coverage);
- assess costs submitted by contractors tendering for work to ensure proposals are realistic and provide value for money;
- better plan the strategic implementation of kerbside collection systems; and
- assist in supporting funding bids by providing efficient and comprehensive options appraisal.

Limitations

KAT does not present the user with an analysis of the results, for example, by presenting the most cost effective option or advising which materials to target. However, it does provide access to information that previously has not been readily available when planning kerbside systems.

It is important to remember that the costs projected by KAT are standard costs. These costs are not the same as the contracted price. It is beyond the scope of this report to provide a detailed description of the interrelation of all the factors influencing the infrastructure requirements and costs.

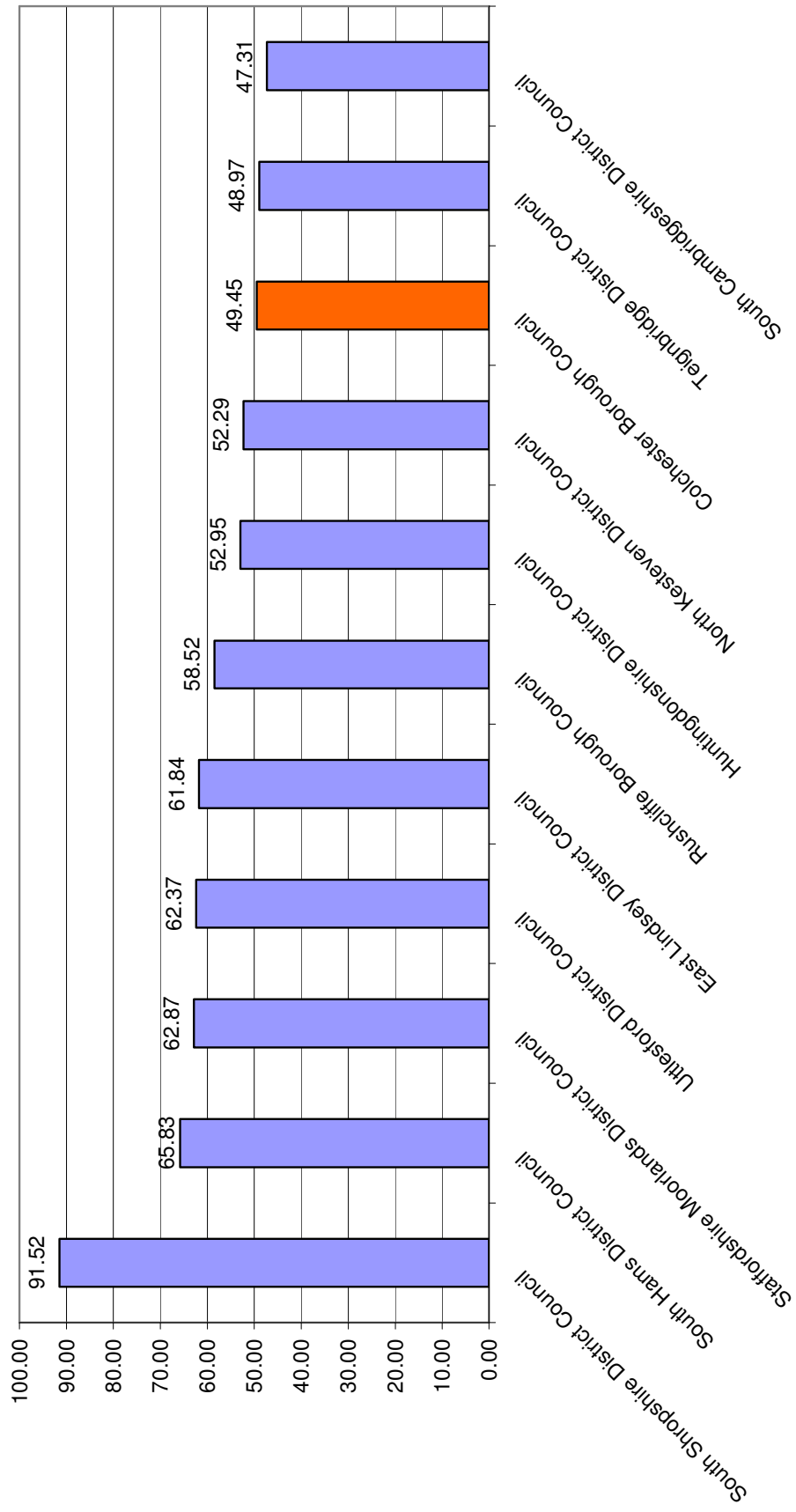
Other factors to consider include the following:

- Public perception
- Performance risk
- Collection system type
- Construction delay
- Set-out, participation and capture rates
- Estimates MBT efficiency
- Waste compositions
- Contamination assumptions
- PFI credits

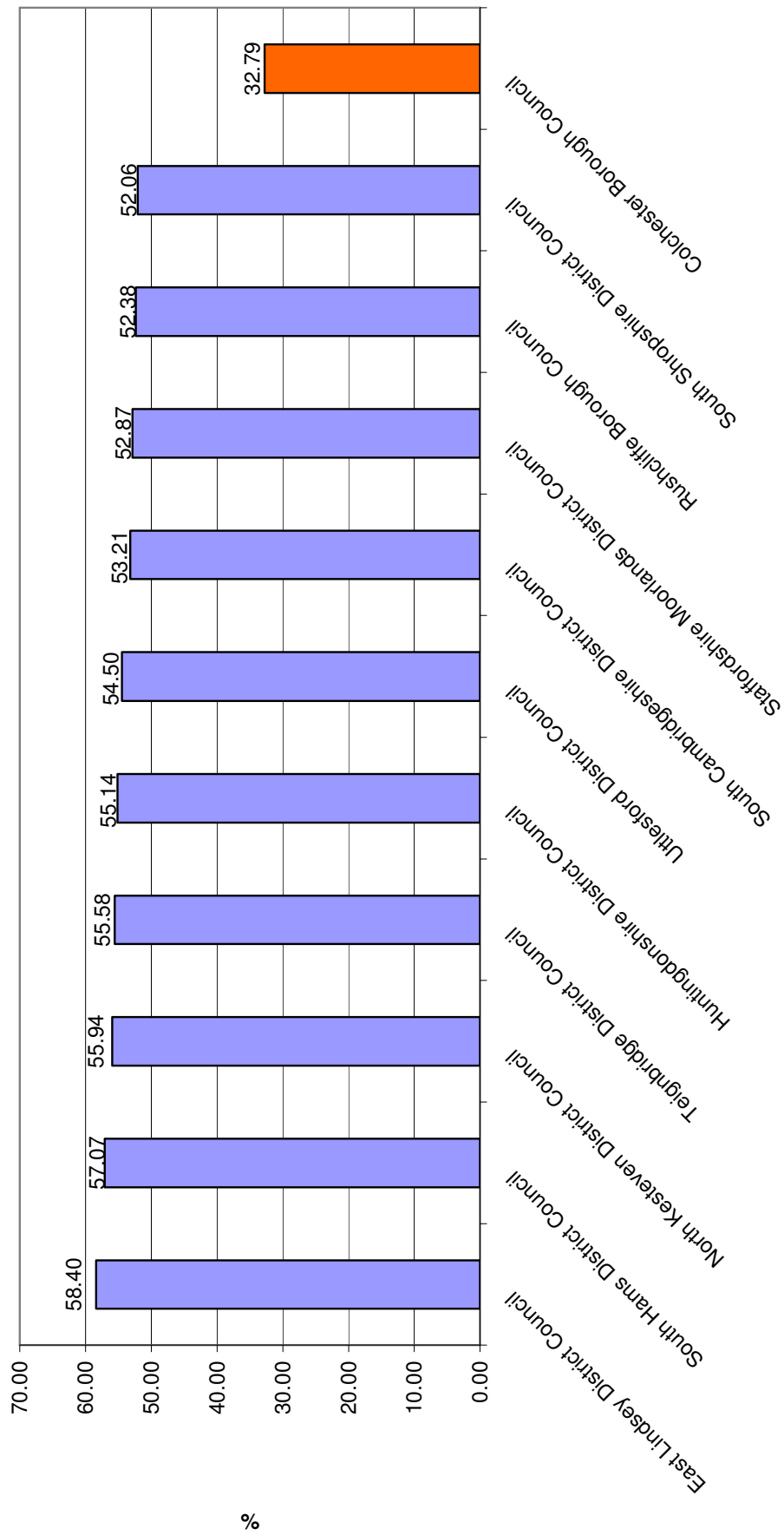
Items excluded from final cost

- It should be noted that KAT is unsuitable for use by a local authority if refuse is not collected from individual households, ie it cannot be used if refuse is collected in communal systems, such as paladins or euro-bins. Therefore, our refuse and recycling collection from flats' communal bins is not included in the final costs.
- Any costs related to the spare vehicles and home deliveries of recycling containers are not included.
- Neither the substantial increase in fuel costs, nor the considerable drop in recyclable materials' value this year has been factored into the fuel price.
- There are no costs added to run and to maintain both the depot and the workshop.
- Even though the final costs do not include the budget of the Strategic Waste & Sustainability Team, both baseline and all options do include an annual education cost per household, which is split equally between ECC and each district (see assumptions section below for further details).

Comparison for Colchester's Cost of waste collection per hd, £ (BV86) with the top 10 performing authorities for recycling and composting 2007/08

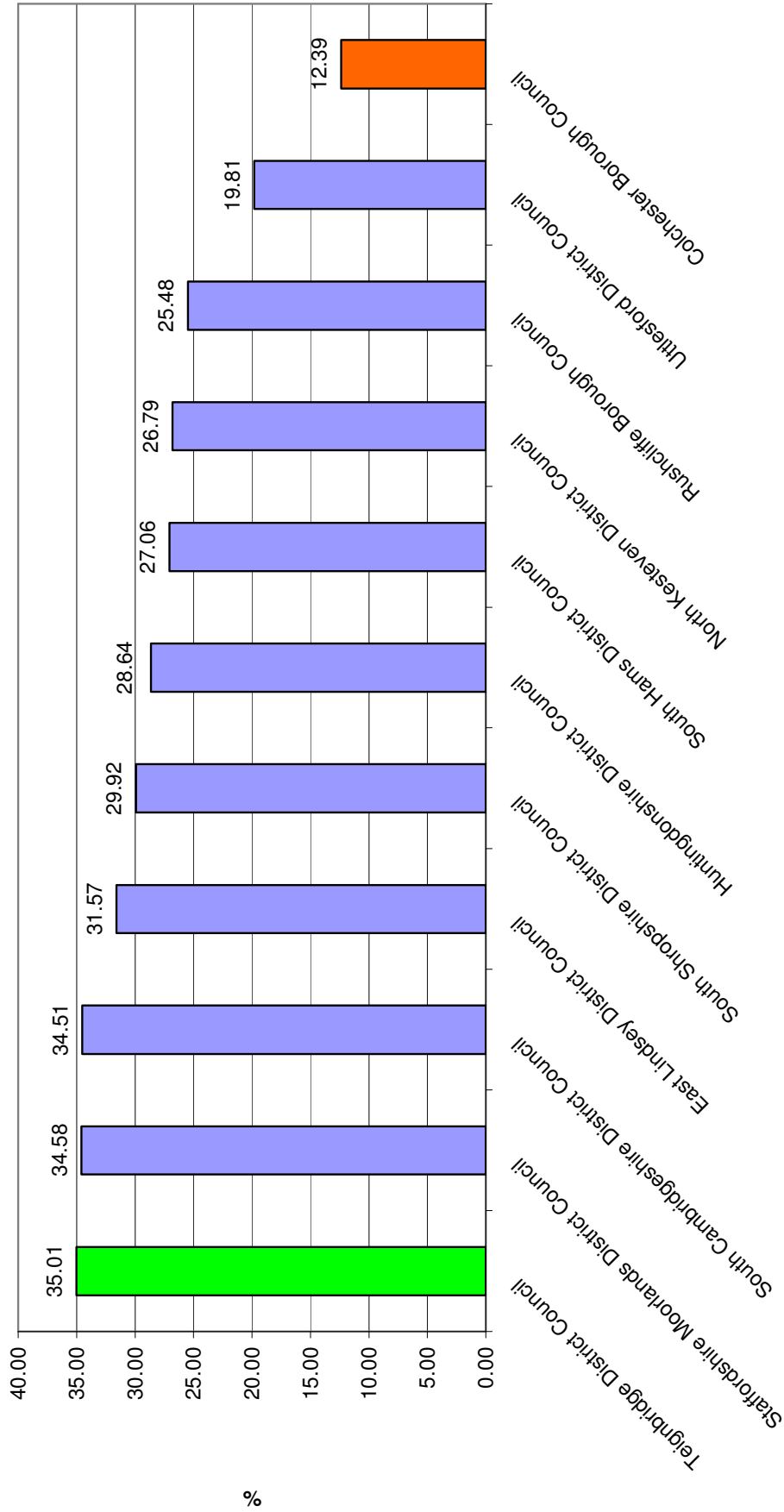


Colchester's combined recycling and composting performance compared with the top 10 performing authorities for recycling and composting 2007/08



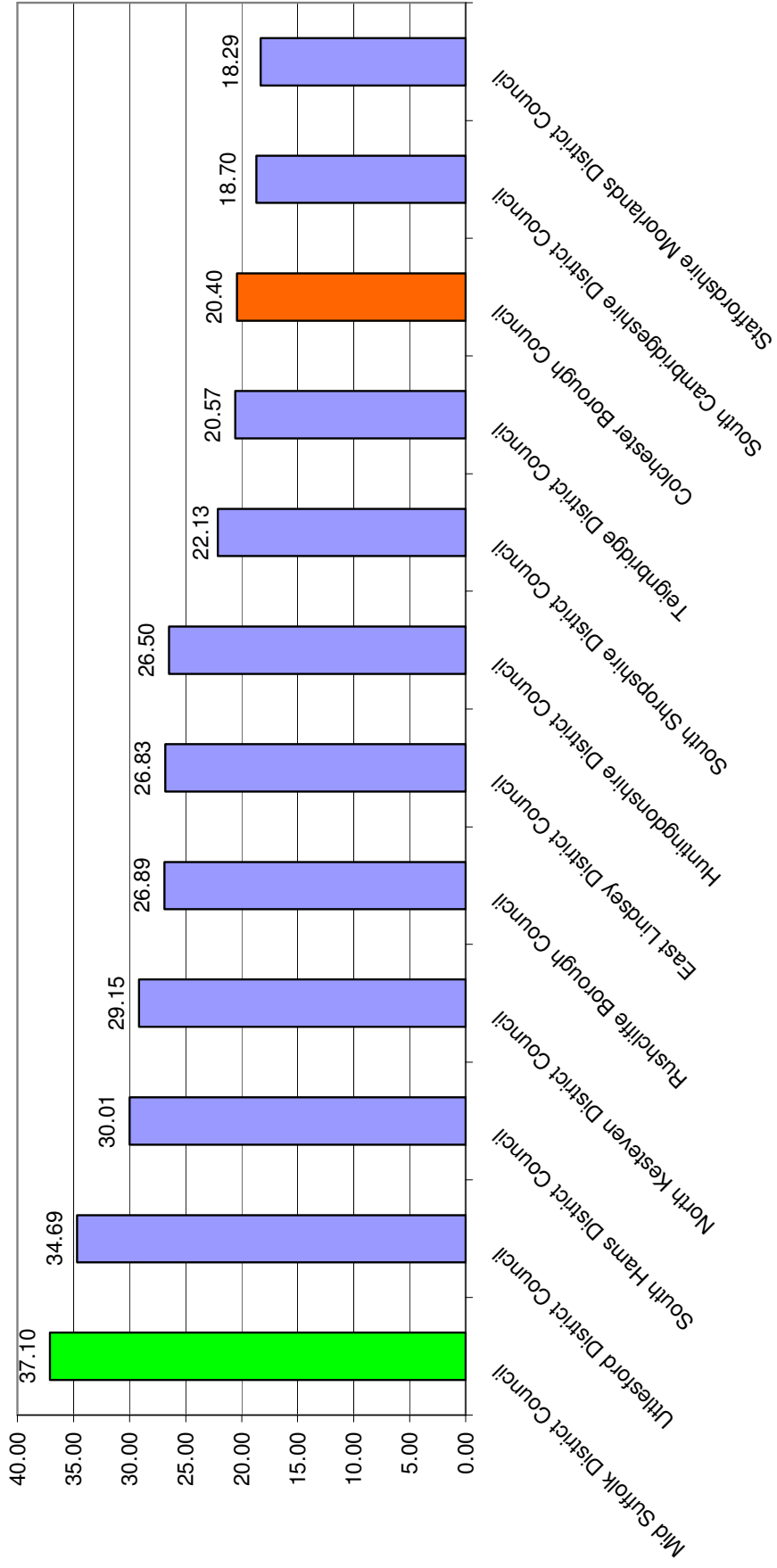
Colchester's percentage of garden waste composted compared with the top 10 authorities for recycling and composting 2007/08

Teignbridge are the top performing authority for garden waste

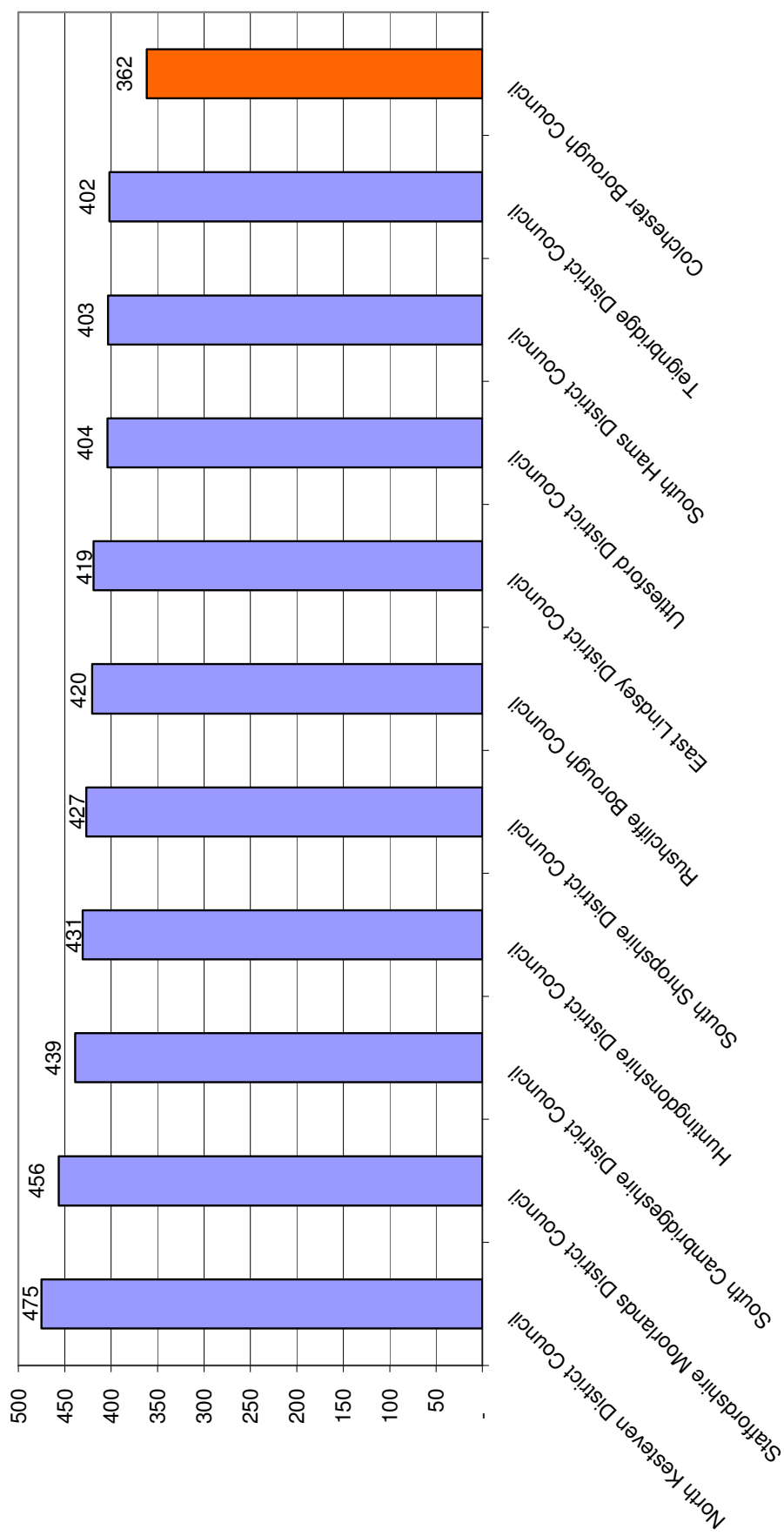


Comparison of Colchester's Dry recycling % with the top 10 performing authorities for recycling and composting 2007/08.

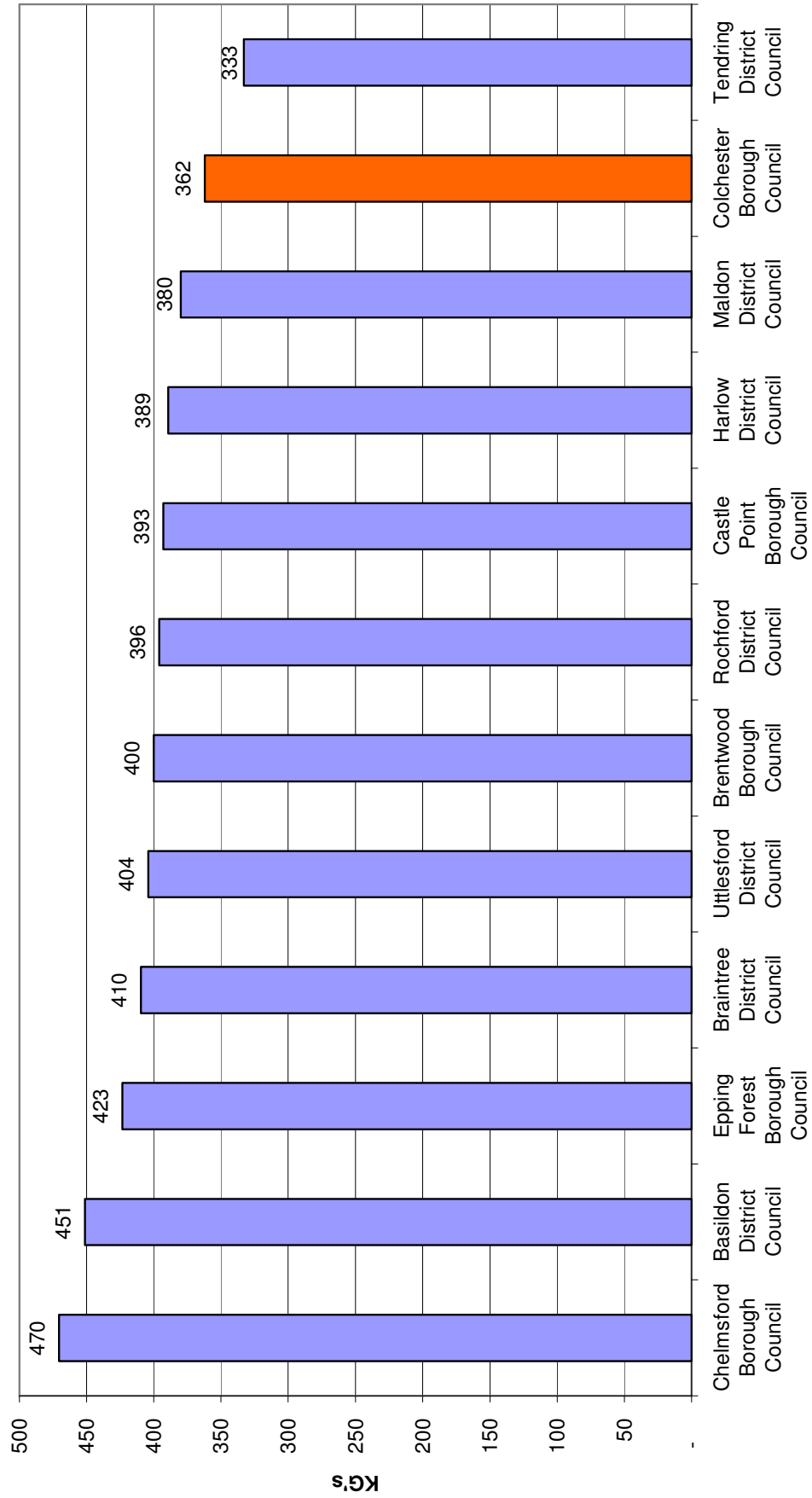
Mid Suffolk are shown as the top dry recycling authority.



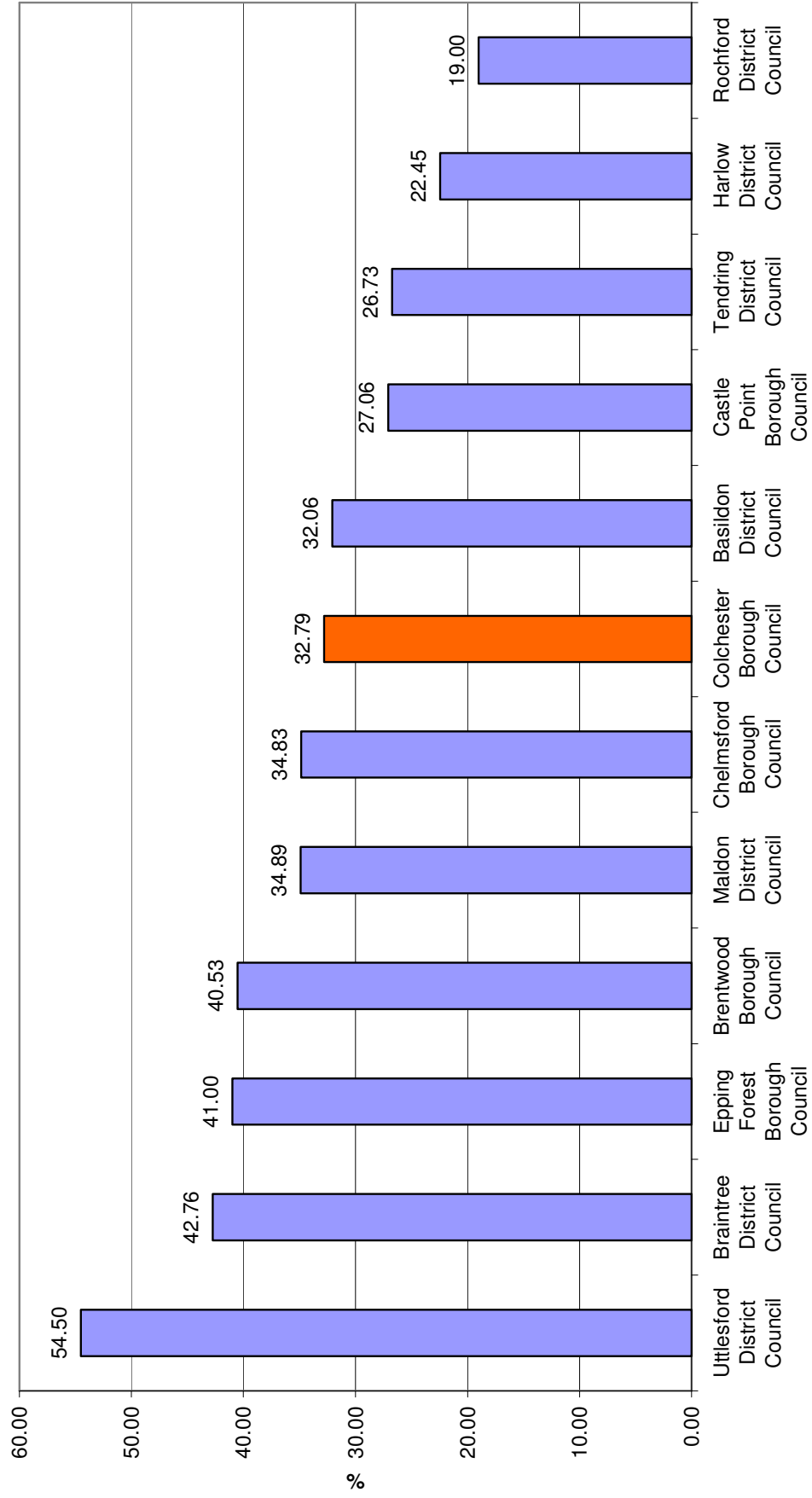
Comparison of Colchester's Collected Household waste per person, kg (84a) with the top ten performing authorities for recycling and composting 2007/08



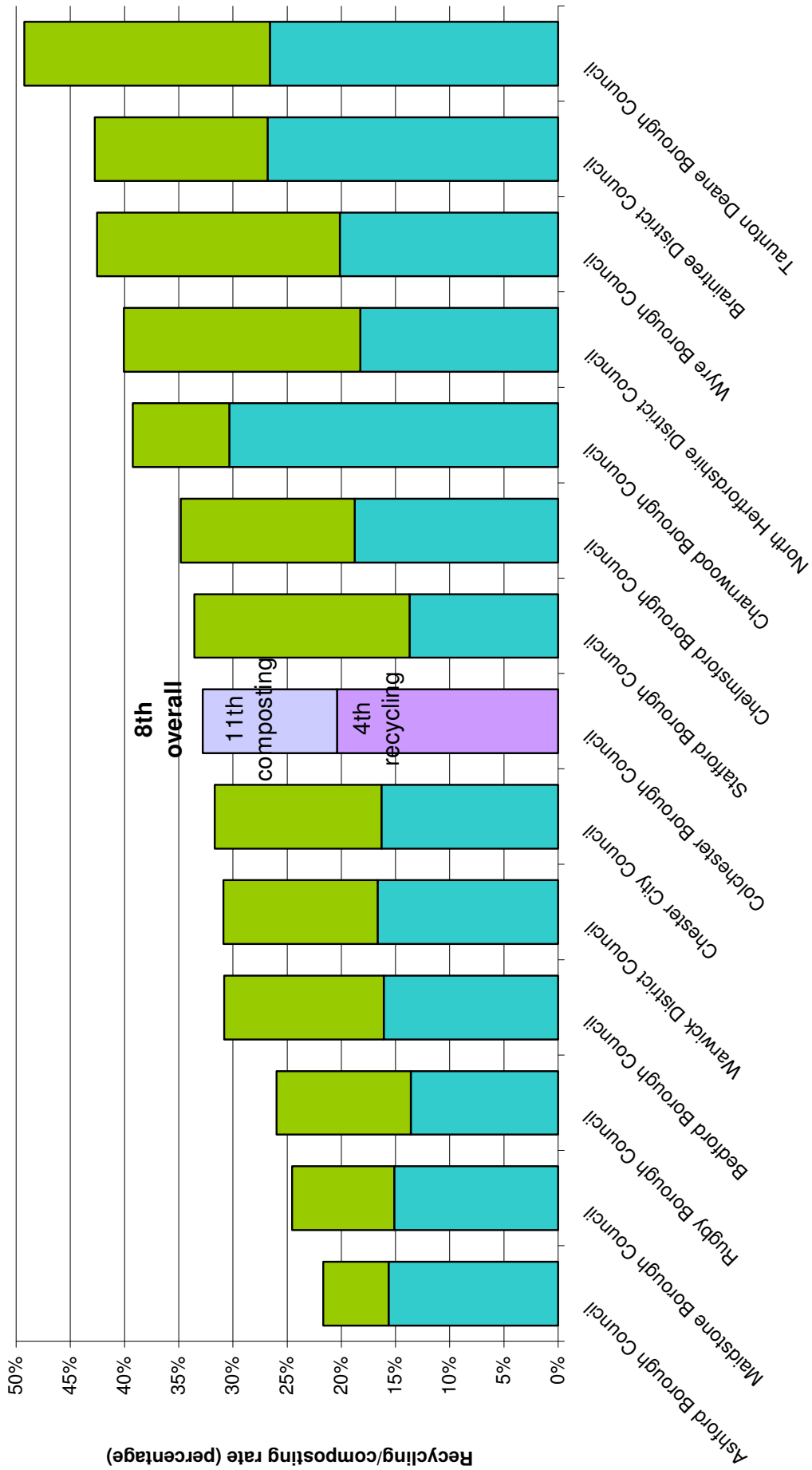
Comparison of waste per person for Essex Waste Collection Authorities 2007/08



Essex Waste Collection Authorities Recycling Performance 2007/08



Recycling performance in 2007/08 of our 'Best Value family' (source: defra, apart from CBC)



**EXTRACT FROM THE MINUTES OF THE MEETING OF THE POLICY
REVIEW AND DEVELOPMENT PANEL
HELD ON 2 MARCH 2009**

Councillor Chapman, (in respect of his membership of Colchester Borough Homes' Board) and Councillor J. Young (in respect of her membership of Essex County Council) declared their personal interests in the following item pursuant to the provisions of Meetings General Procedure Rule 7(3).

26. Waste Prevention and Recycling // Options Appraisal Report

The Panel considered a report by the Head of Street Services providing information on the potential options for the future delivery of the waste and recycling collection service, the purpose of which was to identify options for the delivery of the service that would allow the Council to raise its recycling and composting performance to the levels being achieved by the highest performing authorities following the principles set out in the waste to resources strategy.

Matthew Young, Head of Street Services and Chris Dowsing, Strategic Waste and Sustainability Manager, attended the meeting to assist members in their discussions.

Paula Whitney addressed the Panel, pursuant to the provisions of Meetings General Procedure Rule 5(1). She considered the Options report contained some good points that the Panel should not lose sight of. She commended the Council for having garden waste collections but was disappointed that the Borough was the second lowest performer in the County. Additionally estimated home composting performance was low compared to the best. She noted, however, that Colchester's vehicle costs were relatively low. The Waste to Resources Action Programme report of June 2008 indicated that Colchester's income from paper and other recyclables was very low. Income from mixed materials amounted to around £12 per ton whilst separated materials reached between £50 and £100 per ton. She therefore stressed the importance

Councillor Dopson, the Portfolio Holder for Performance and Partnerships attended and, with the consent of the Chairman, addressed the Panel explaining that a comprehensive report had been prepared for the Panel's consideration including data as to how to increase recycling tonnages and from the Country's top performers, according to a range of criteria. She invited the Panel to come to a conclusion as to which type of 'Best' Colchester should aspire to.

Chris Dowsing provided the Panel with a presentation highlighting the important issues which had emerged from the Options Appraisal, including:

- Colchester currently had a recycling rate of 32.79% compared to 58.4% by the highest performer and 50% by the 20th highest performer;
- Colchester would need to increase its performance by 17% to reach 50% and 25% to match the best;
- The ten highest recycling and composting local authorities and the ten most improving local authorities all undertook alternate weekly collections using wheeled bins;

- The findings of the study undertaken by WRAP, the Waste to Resources Action Programme, had shown, amongst many other detailed matters, that 30% of food bought is thrown away and the amount of food waste being collected increased when residual waste collections were undertaken alternate weekly compared to a decreasing trend where residual collections were weekly.

The Panel gave particular consideration to the following issues:

- The effect on local authority recycling performance of residents choosing to home compost;
- The effect of supermarket 'Buy One Get One Free' campaigns on the amount of food bought but not consumed and the introduction of the 'Love Food Hate Waste' campaign which supermarkets were now supporting;
- The requirement for food waste collections to be undertaken weekly because of the nature of the waste thus precluding an option for alternate weekly food waste collections;
- The proportion of local authorities which collected residual waste by black sack on an alternate weekly basis and the alleged problems associated with vermin;
- Some local authorities had opted to undertake both weekly and alternate weekly collections based on seasonal considerations but this was considered difficult to manage operationally and potentially confusing for residents;
- The option for Colchester to continue to collect in accordance with current arrangements but with an added weekly food waste collection had the predicted effect of poor levels of recycling participation;
- The need to bear in mind customer satisfaction in determining the Council's future collection regime but the difficulty in meeting various customer preferences;
- The fact that Colchester currently had no limit on the number of black sacks able to be put out for collection and the negative impact this had on residents' willingness to recycle;
- The strategy used by local authorities to change residents' behaviours about waste in terms of minimizing the size of residual waste containers whilst maximizing the size of recycling containers;
- The limited scope available for future recycling initiatives to include difficult to recycle items such as toothpaste tubes, toothbrushes and crisp packets and the scope to continue with 'Bring Sites' for items such as tetra pak containers and batteries.

RECOMMENDED to the Cabinet that a Task and Finish Group comprising the following membership,

- Liberal Democrats 2 members
- Conservative 2 members
- Labour 1 member
- Independent 1 member

be formed to investigate in more detail the options for and to make recommendations on the future delivery of the waste and recycling service.

Agenda item 11(i)

Extract from the Minutes of the Finance and Audit Scrutiny Panel 29 January 2009

Members of the panel declared the following interests in relation to the following item:-

Councillor Lissimore and Councillor Foster both declared a personal interest in respect of their former appointments (as Council nominees) to the Board of Colchester Borough Homes.

Councillor Harris declared a personal interest in respect of his current appointment (as a Council nominee) to the Board of Colchester Borough Homes.

Visiting members declared the following interests in relation to the following item:-

Councillor Chapman declared a personal interest in respect of his current appointment (as a Council nominee) to the Board of Colchester Borough Homes and being the current Vice Chairman of the Board.

Councillor Kimberley declared a personal interest in respect of her current appointment (as a Council nominee) to the Board of Colchester Borough Homes.

Councillor Smith declared a personal interest in respect of his current appointment (as a Council nominee) to the Board of Colchester Borough Homes

Councillor T Young declared a personal interest in respect of his current appointment (as a Council nominee) to the Board of Colchester Borough Homes and being a former Chairman of the Board.

54. Review of the Responsive Repairs and Decent Homes Contract

Mr. Peter Nourse, Topmarks Consultants, Mr. Adrian Pritchard, Chief Executive, Colchester Borough Council, Ms. Alison Inman, Chairman of Colchester Borough Homes, Mr. Greg Falvey, Chief Executive, Colchester Borough Homes, Councillor Beverley Oxford, Portfolio Holder for Neighbourhoods, Mr. Ian Vipond, Executive Director, Colchester Borough Council, Mr. Matthew Young, Head of Street Services, Ms. Lindsay Barker, Head of Strategic Policy and Regeneration, Councillor Tim Young, Former Chairman and current member of Colchester Borough Homes, Councillors Chapman and Kimberley, former Portfolio Holders for Neighbourhoods and current members of Colchester Borough Homes, and Councillor Smith, current member of Colchester Borough Homes all attended the meeting for this item.

Have Your Say

Mr. Patrick Duggan, a resident from St. Andrews Ward, addressed the panel saying he was initially in favour of the Alms Length Management Organisation (ALMO) at its inception, but soon began to have major concerns about the organisation, believing that there was a clear conflict of interest for those tenants and leaseholders of the Colchester Borough Homes Board. Mr. Duggan did not think these board members could act in the best interests of all tenants.

Mr. Duggan concluded by saying that given all the meetings that took place over many years to resolve issues with the contracts he could not comprehend that the cost of this contract could overrun to the extent that it had.

Mr Day, a resident from the Dutch Quarter, addressed the panel saying that in 2004 a surveyor and window company representative came to his home to survey the property with a view to bringing it up to a decent home standard, and was advised the work would commence in February of that year. Nothing happened, and he was told the paperwork had been lost. Mr. Day said his property was surveyed a further two times, and in this time spoke to various officers who advised him that his property was also in need of external decoration. At the time that a new boiler was installed into his property, Mr. Day said the contractor damaged his bath and this was not replaced. Mr. Day concluded by asking how far done the line were we in completing the Decent Homes Programme.

Mr. Watson, a Colchester resident, addressed the panel saying that he believed that Colchester Borough Homes and Councillors were to blame for the mess we are in now. Mr. Watson was angry at the amount of money that was thrown at properties in the St Anne's and St Andrew's Wards whereas it now appeared that tenants would have to do with a reduction in the level of work to be undertaken at each property, having been told by the former Chief Executive of Colchester Borough Homes that extra finances would be made available and tenants would receive new kitchens. Mr. Watson concluded by saying he and other tenants had been let down by Colchester Borough Homes.

Mr Wright, a Colchester resident, addressed the panel, asking for a response to the following questions. As a result of the partnership contract problems: Has the internal systems and controls being strengthened? Do the current members of the Board of Colchester Borough Homes have a better understanding of the organisations finances? Will Colchester Borough Council suffer as a result of the additional funding required to complete the Decent Homes Programme? Will the Council incur financial penalties if the Decent Homes Programme is not completed within the prescribed time scales?

Review of the Responsive Repairs and Decent Homes Contract

The report on the Responsive Repairs and Decent Homes Contract was presented to the panel by Mr. Nourse.

In response to Councillor Hogg, Mr. Nourse said a list of names who attended the Wivenhoe Away Day in January 2006 would be given to members of the panel.

Mr. Nourse, in response to Councillor Offen, said he believed that the benefits of a partnership working contract was it gave more scope for innovation and new approaches, giving the introduction of hand held terminals as an example of innovation. Mr. Nourse confirmed that the Strategic Partnership Group (SPG), represented by all three partners dealt with all strategic partnership issues, whereas the Core Operational Group (COG) dealt with day to day detail.

Mr. Nourse confirmed that the responsibility for developing financial controls and systems was a joint project between all three partners.

Mr. Nourse confirmed to Councillor Oxford that the level of work, that is the number of components used, not the standard of the work undertaken, was reduced once it became apparent that rural properties would require greater finance than was originally anticipated, thereby reducing the level of funding available for the outstanding properties. Mr. Nourse also confirmed that what transpired following the appointment of the Service Manager in 2006 confirmed the need for this post from the outset of the contract.

In response to Councillor Harris, Mr. Nourse said a lot of lessons had been learnt during the whole period of the contract, and as stated in paragraph 8 of his report. In terms of the issues and problems that occurred, Colchester is not unique in their experiences, and whilst there was pressures to obtain a 2 star rating and with this the Government funding, this goal needed to be complimented by the things listed in paragraph 8.

Mr. Judd, Scrutiny Officer confirmed to Councillor Goss that no minutes were recorded of the Wivenhoe Away Day, though there was a bullet point summary of the work undertaken at this event, that would be made available to the members of the panel. Later on in the proceedings, Mr. Pritchard explained that the Wivenhoe Away Day was a working meeting attended by senior officers and representatives from Colchester Borough Council, Colchester Borough Homes and Inspace. It was later on during the event that the Portfolio for Housing, and the Chief Executives of Colchester Borough Council and Colchester Borough Council and the Chair of Colchester Borough Homes attended to hear a summary of the developments of the day, and the controls agreed to be implemented, that included the appointment of a Service Manager.

Mr. Nourse confirmed to Councillors Offen and Lissimore that he had been provided with a comprehensive minute of Colchester Borough Home's public meetings that he had requested.

In response to Councillor Ellis, Mr. Nourse said that whilst all three partners knew their roles and responsibilities, it was not until following the Wivenhoe

Away Day did these become firmly imbedded, and the lessons learnt from Wivenhoe should have been sorted out earlier in the contract. Officers from all three partners should have been provided with the appropriate training at the outset of the contract, with appropriate ongoing training thereafter.

The Chairman thanked Mr. Nourse for attending the meeting and addressing the panel.

Ms. Alison Inman, Chairman of Colchester Borough Homes, Mr. Greg Falvey, Chief Executive of Colchester Borough Homes and Councillor Tim Young, Former Chairman of Colchester Borough Homes addressed the panel.

Ms. Inman, a member of Colchester Borough Homes since 2007 and Chairman of Colchester Borough Homes since October 2008 spoke about the governance arrangements at Colchester Borough Homes, saying the Board of Colchester Borough Homes was made up of fifteen members, including six Colchester Borough Council Councillors, with sub committees such as the Finance and Audit Sub Committee that provide the scrutiny. Ms. Inman confirmed that all meetings are fully minuted.

Ms. Inman spoke about the complexity of the partnership arrangements, though this type of contract arrangement had gained industry wide recognition, including the Audit Commission and the Confederation of British Industry (CBI).

Mr. Greg Falvey addressed the panel explaining that he believed the report by Mr. Peter Nourse on the partnership arrangements is the clearest report to date, with the recommendations agreed upon. Mr. Falvey said he commenced work at Colchester Borough Homes in 2007 with the situation regarding the partnership being uncomfortable from the outset of his employment, though he believed matters were at this time being dealt with robustly by both the Colchester Borough Homes Team and the Colchester Borough Council Team working together.

Councillor Young addressed the panel, firstly stating that the Former Chief Executive of Colchester Borough Homes was unavailable to attend this meeting due to genuine reasons. Councillor Young believed the establishment of Colchester Borough Homes was one of the greatest achievements of Colchester Borough Council since that time, explaining that prior to the commencement of the Decent Homes Programme, housing repairs and refurbishment was in a total mess, but now totally transformed. Councillor Young praised the report of Mr. Nourse for great clarity.

Councillor Young said all members of the board of Colchester Borough Homes served Colchester very well and he believed there was no conflict of interest having Colchester tenants as board members, believing they have Colchester at heart. Councillor Young believed that the Audit Commission's two star assessment of Colchester, coupled with the possibility of improvement, proved that Colchester's ALMO was one of the best in the country.

Councillor Young confirmed that St. Andrew's Ward was the fifth ward to have the Decent Homes Programme undertaken, and he and Ms. Inman later in the proceedings, confirmed that the standard of materials used in the decent homes upgrades had not lowered, though what had changed were the number of components being replaced in each property.

In response to Councillor Maclean, Mr. Falvey said the decent homes contract was jointly managed by the three partners with the Strategic Partnering Group (SPG) having overall strategic control, though the partnership had deteriorated over a period of four years leading to the Wivenhoe Away Day. The SPG was represented by officers and members of Colchester Borough Council and Colchester Borough Homes and officers from Inspace. Councillor Young said the minutes of meetings of the SPG were fed back to the board of Colchester Borough Homes. Mr. Falvey confirmed to Councillor Foster that the three partners of the SPG had equal voting rights, though in respect of importance, the Council was the client, Colchester Borough Homes was the agent and Inspace was the contractor.

In response to Councillor Lissmore's comment that she, as a board member in 2006-2007 believed that board members were kept in the dark over what was happening, Ms. Inman felt it was believed that members had the necessary experience needed to understand what was happening and what was being done to manage the situation. Councillor Goss said it was for members to question and challenge, and therefore know what was happening.

Councillor Lissimore said questions were asked, but she doubted the accuracy of information given to members in response. Given Ms. Inman's belief that this would not of been the case, Councillor Lissimore said she would be prepared to discuss this further outside the meeting.

Mr. Falvey, in response to Councillor Offen said he considered, given the huge size of this construction contract that the partnering ethos from the outset was laudable, and this type of contract was being pushed in the public sector by the Audit Commission. Councillor Young concurred with Mr. Falvey, adding that it was generally considered that difficulties with the contract began to surface when the building contractor moved from a private company to a public limited company. Councillor Young also believed the SPG was an open and transparent process and did not hide things from the Colchester Borough Homes board.

Mr. Falvey confirmed to Councillor Offen there had been control problems with the Gas Service contract which had led to punitive action.

In response to Councillor's Ellis and Harris, Councillor Young said that the inclusion of a 'break-clause' within this type of contract was now recognised as important, though it should also be recognised that other large dual partnering contracts e.g. the provision of the Council's IT Services, with commitment from all partners, did work well.

Ms. Inman confirmed to Councillor Harris that having the Asset Management function devolved from Colchester Borough Council to Inspace was in retrospect, probably a mistake, though this function did now fall under the management of Colchester Borough Homes.

Ms. Inman said she regretted that the decent home programme had not yet been completed, but knew every effort was being made by officers to ensure the future upgrade of homes in rural wards would be done as soon as was possible.

Responding to Councillor Goss, Councillor Young said all contracts have the potential to fail, though he believed the decent homes contract did not fail totally, confirming that to date, 5,000 properties had been brought up to the decent homes standard. Councillor Young also confirmed that he believed the morale of staff within Colchester Borough Homes was always a concern to himself and executive officers, though he believed from memory that morale remained good, with sickness levels within the organisation, a good measure of morale, and these were lower than the Council's during the height of the contractual dispute(s). Ms. Inman said the situation for all staff leading up to the contract drawing to an end was difficult for all three partner organisations, but confirmed the atmosphere was now changing, and with teams now working together improvements to working conditions was evident.

In response to Councillor Lissimore, Mr. Falvey said there was inevitable concern at executive level for the morale of staff at Colchester Borough Homes, anecdotally considered good at the outset of the contract, and it was understandable that staff sickness was discussed by a sub committee of Colchester Borough Homes during the course of the contract. Mr. Falvey said that staff now had a sense of liberation since moving on in 2008.

Ms. Inman said she was confident for the future, with the responsive repair service ongoing and costs being driven down. The remaining Decent Homes programme would be delivered by the Council and she hoped that Colchester Borough Homes would have the opportunity to manage this on the Council's behalf, and sincerely hoped there would not be a recurrence of previous events.

Mr. Falvey thanked the panel for the evening's open dialogue, and expressed his gratitude to officers at the Council and Colchester Borough Homes for their efforts in difficult times. Staff had been critical but honest of each other, and with jointly owned aspirations, the dialogue between the partners was now positive and very good. Mr. Falvey also paid tribute to the former Portfolio Holders for Neighbourhoods for their work during the difficult times.

Mr. Adrian Pritchard, Chief Executive, Colchester Borough Council, Mr. Ian Vipond, Executive Director, Colchester Borough Council and Mr. Matthew Young, Head of Street Services, Colchester Borough Council addressed the panel.

Mr. Pritchard explained that he began his employment with Colchester Borough Council as Executive Director and one of his first tasks was that of lead director with responsibility for negotiating the contract with Inspace and setting up the ALMO. Mr. Pritchard said the outset of the commencement of this contract was at a time when the Council was experiencing difficulty in employing the adequate number of qualified and skilled building trade staff, there was no repair service in terms of bookings and tradesman were only completing between one to five jobs per day. The contract was a three partner contract that would provide a responsive housing repair service and an upgrade to council homes to a decent standard, though the Council had the ultimate responsibility given that the properties were the Council's properties and the tenants were the Council's tenants. It was explained that the Council was encouraged to go down the 'partnership' route, with the Council already engaging in a number of similar and successful contracts. Anthony Collins Solicitors are leaders in the field for this type of contract and it was fitting that their lawyers were tasked with setting up the legal agreement.

Mr. Pritchard explained that the legal agreement required the Council to have the partnership agreement with the contractor, with Colchester Borough Homes acting as the managing agent. Colchester Borough Homes were unable to enter into the partnership agreement, as should they have defaulted, they would have had no assets for the contractor to claim against.

In regards to the working of the contract, Mr. Pritchard said the initial contract was negotiated with the private company Willmott Dixon, an excellent contract, with no major issues in the first two years of the contract. Auditors stated in 2005 that there were serious financial control issues that were addressed in 2006 and given an audit assurance. Willmott Dixon performed very well in the first two years of the contract, but when this company was floated as a public limited company with shareholders the culture of the organisation changed. It was no longer a family owned company but one needing to satisfy shareholders. From 2005-06 onwards the Council started to experience real problems with a major breakdown in partner relationships in the final two years of the contract.

In response to Councillor Lissimore, Mr. Pritchard said that whilst in legal terms the Chief Executive of Colchester Borough Homes was the Service Manager, and from the outset of the contract a part time person was employed to carry out this function, the Council was aware that this was not an adequate situation acknowledging that at some stage a separate full time Service Manager would be needed.

Mr. Ian Vipond explained that he was appointed Head of Housing in June 2005, at which time a lot of work was being undertaken to try to address the teething problems that had come from the first years of the contract, and that it was the Strategic Partnering Group that had made the decision to organise the partnership development day at Wivenhoe.

Mr. Pritchard responded to Councillor Ellis by saying that with lessons learnt, in hindsight, it would have been prudent to include a break clause in the

contract, and the Council now includes break clauses in a number of their contracts. Mr. Vipond said the contract was a good contract that allowed for a number of mechanisms if performance was not achieved e.g. in terms of how sums of money were paid, though the contract was not looked at until issues began to surface. The intention was for the contract to provide savings that would enable the Council to provide further funding to the partnership arrangement. Difficulties emerged when it became apparent that probably all the properties rather than the original survey estimate of sixty percent of properties would need to be upgraded to a decency standard and it became clear there was insufficient funding for this.

In response to Councillor Oxford, Mr. Pritchard explained that whilst the auditors had raised issues concerning significant financial control weaknesses in 2005 at the time that the contract partner was Willmott Dixon, it was not believed that these issues were at a level that threatened the Decent Homes Programme. Mr Pritchard confirmed to Councillor Goss that one of the benefits of the partnership contract was to rid ourselves of a mountain of client functions, with the Audit Commission recommending this type of contract on the basis of why spend money on client functions that could be used to contribute to the financing of the contract.

Mr. Vipond explained to Councillor Goss that it was the responsibility of Colchester Borough Homes to communicate to tenants, and that they had a good record of keeping tenants informed. Mr. Young confirmed that tenants had received letters from Colchester Borough Homes at various stages within the process, to inform them of outstanding works.

Mr. Pritchard said he was sorry that there are tenants still waiting for their homes to be upgraded to the decency standard. The Council was committed to completing the Decent Homes Programme as soon as possible and officers are looking at ways to try and achieve this aim.

Mr. Pritchard agreed to the resolution that would propose that future contracts would identify the Service Manager's responsibilities that would ensure contract controls and systems are properly managed on a regular basis. Mr. Pritchard also agreed to a proposal to Cabinet that an annual independent external audit of partnership systems and controls of all 'significant' contracts should be undertaken and reported to the Finance and Audit Scrutiny Panel.

Councillors Margaret Kimberley and Nigel Chapman, former Portfolio Holders for Neighbourhoods, and Councillor Beverley Oxford, the current Portfolio Holder for Neighbourhoods addressed the panel.

Councillor Kimberley paid tribute to Mr. Nourse's report which she believed clarified the whole situation extremely well. Councillor Kimberley, Portfolio Holder from May 2006 to May 2008, right in the thick of the difficult times expressed by others during these discussions, and despite the difficulties, believed that a culture of trust within the partnership was espoused. During the troubled times the concentration on inspection took up a lot of time with a lot of management energy sidetracked to the inspection process.

Councillor Chapman, Portfolio Holder for Neighbourhoods from May 2004 to May 2006, offered support to the evening's review and thanked those that attended for their contributions. Councillor Chapman said he believed that a lot of changes to personnel in senior positions during the life of the contract contributed to a lack of continuity. Whilst accepting that staff do move on, he believed too many staff moved too quickly. Councillor Chapman said it was too easy in hindsight to criticise, and things could and did go wrong, but the lack of continuity did not help the situation. Councillor Chapman said that as a ward Councillor for a rural ward, in general, rural Council homes are older than those within the urban wards, and by virtue of age required more work to bring up to a decency standard. He therefore felt it was a grave misjudgement of this part of the Decent Homes contract that suggested otherwise.

Councillor B Oxford, Portfolio Holder for Neighbourhoods said she wished to apologise to those residents of Colchester who had through the Decent Homes process been ill treated, saying there was now a need for both the Council and Colchester Borough Homes to rebuild confidence to these tenants. Councillor Oxford said there was now a need to move forward and every effort would be made to restart the Decent Homes Programme, concurring with the need for greater financial controls and systems, and regular monitoring with penalty clauses.

Councillor Smith, Portfolio for Business and Resources addressed the panel saying he was disappointed as he felt there were still some questions that remained unanswered, issues like the cost of decency upgrades to rural homes which had been raised over a long period of time. Councillor Smith was disappointed that issues previously raised by the Financial and Audit Scrutiny Panel were not included in the agenda papers in the form of minutes from these meetings, and suggested that some of the questions raised by Councillor Lissimore could be answered through access to confidential minutes of the Colchester Borough Homes Board meetings.

Mr. Pritchard in response to Councillor Smith said if any members felt there were significant questions that they still required an answer to, to direct these to the Executive Director, Mr. Ian Vipond or the Chief Executive of Colchester Borough Homes to consider and respond appropriately.

RESOLVED that the Panel;

- i) Considered and noted the report on the management of the Responsive Repairs and Decent Homes Contract.
- ii) Requested the following information;
 - A list of names who attended the 'Wivenhoe' event in January 2006.
 - Bullet point summary of the work undertaken at the 'Wivenhoe' event.
 - The cost of the 'Wivenhoe' event.

- iii) Endorsed the 'lessons learnt' as identified in paragraph 8 of the report and recommended these to Cabinet for consideration and implementation, in respect of significant contracts of this type.
- iv) Proposed to Cabinet that future contracts would identify the Service Manager's responsibilities and that in turn would ensure contract controls and systems are properly managed on a regular basis.
- v) Proposed to Cabinet that an annual independent external audit of partnership systems and controls of all 'significant' contracts should be undertaken and reported to the Finance and Audit Scrutiny Panel.



Cabinet

Item
12(i)

18 March 2009

Report of	Monitoring Officer	Author	Andrew Weavers ☎ 282213
Title	Local Code of Corporate Governance		
Wards affected	Not applicable		

**This report recommends that Cabinet approves a
Local Code of Corporate Governance**

1. Decision(s) Required

- 1.1 To approve the Local Code of Corporate Governance and to recommend to Council that it be included in the Council's Policy Framework.

2. Background

- 2.1 Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which such bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.
- 2.2 The Council strives to meet the highest standards of corporate governance to help ensure it meets its objectives. Members and Officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of the resources at its disposal.
- 2.3 The Council approved a Local Code of Corporate Governance several years ago which has been updated. The attached revised Local Code of Corporate Governance has been developed in accordance with guidance issued in 2007 jointly by CIPFA (The Chartered Institute of Public Finance and Accountancy) and SOLACE (The Society of Local Authority Chief Executives) entitled "Delivering Good Governance in Local Authorities".
- 2.4 This Guidance identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain a local code of governance. The principles are;
 - Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area;
 - Members and officers working together to achieve a common purpose with clearly defined functions and roles;
 - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
 - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
 - Developing the capacity and capability of members and officers to be effective; and

- Engaging with local people and other stakeholders to ensure robust public accountability.

2.2 The six core principles each have a number of supporting principles, which in turn have a range of specific requirements that apply across the range of Council business.

2.3 The Council's Annual Governance Statement 2008 Action Plan identified a revised Local Code of Corporate Governance as a key action to strengthen the Council's governance arrangements.

2.4 Attached to this report is a draft Local Code of Corporate Governance which has been prepared in light of the Guidance and the six principles. It has been the subject of consultation with various officers and the Council's Performance Management Board and was considered by the Standards Committee at its meeting on 6 March 2009.

2.5 The Code takes each of the principles in turn and elaborates on how the Council will meet its aims, what source documents or processes evidence the aims and in addition highlights any further or ongoing work.

2.6 Once the Code has been approved by the Cabinet, it is envisaged that the Accounts and Regulatory Committee along with the Standards Committee will have an ongoing role in reviewing the Code.

3. Strategic Plan References

3.1 Governance forms parts of the Council's commitment to customer excellence which underpins the Council's Strategic Plan vision.

4. Financial Considerations

4.1 None.

5. Equality, Diversity and Human Rights Implications

5.1 None.

6. Publicity Considerations

6.1 The Local Code of Corporate Governance will be included in the Constitution and will be placed on the Council's website.

7. Consultation Implications

7.1 None.

8. Community Safety Implications

8.1 None.

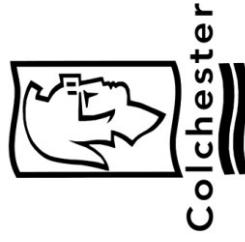
9. Health and Safety Implications

9.1 None.

10. Risk Management Implications

10.1 None.

DRAFT
(March 2009)



COLCHESTER BOROUGH COUNCIL

CODE OF CORPORATE GOVERNANCE

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Contents

- Core Principle 1** *Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area.*
- Core Principle 2** *Members and officers working together to achieve a common purpose with clearly defined functions and roles.*
- Core Principle 3** *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.*
- Core Principle 4** *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.*
- Core Principle 5** *Developing the capacity and capability of members and officers to be effective.*
- Core Principle 6** *Engaging with local people and other stakeholders to ensure robust public accountability.*

COLCHESTER BOROUGH COUNCIL CODE OF CORPORATE GOVERNANCE

INTRODUCTION

“Governance is about how local government bodies ensure that they are doing the right things, in the right way for everyone, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities”.

Delivering Good Governance in Local Authorities (CIPFA/SOLACE 2007)

The CIPFA/SOLACE guidance “Delivering Good Governance in Local Authorities” identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain a local code of governance. These principles are;

- *Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area*
- *Members and officers working together to achieve a common purpose with clearly defined functions and roles*
- *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour*
- *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk*
- *Developing the capacity and capability of members and officers to be effective*
- *Engaging with local people and other stakeholders to ensure robust public accountability.*

This Code of Governance has been prepared in accordance with the Guidance and will be reviewed by the Accounts and Regulatory Committee and the Standards Committee on an annual basis.

Additionally authorities are required to prepare and publish an Annual Governance Statement in accordance with this framework under Regulation 4(2) of the Accounts and Audit (Amendment) (England) Regulations 2006. The Annual Governance Statement is a key corporate document. The Chief Executive and the Leader of the Council have joint responsibility as signatories for its accuracy and completeness.

COLCHESTER BOROUGH COUNCIL: CODE OF CORPORATE GOVERNANCE

<p>Core Principle 1 – Focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area</p>		
<p>Our aims in relation to focusing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area are to:</p>		
<p>1.1 Exercise strategic leadership by developing and clearly communicating the authority’s purpose, vision and its intended outcome for citizens and service users</p>		
<p>1.2 Ensure users receive a high quality service whether directly, or in partnership, or by commissioning</p>		
<p>1.3 Ensure that the authority makes best use of resources and that tax payers and service users receive excellent value for money</p>		
<p>In order to achieve our aims we have/will:</p>		
<p>1.1.1 Develop and promote the Council’s purpose and vision</p>	<p>Strategic Plan 2009-12 Service Plans Sustainable Community Strategy Local Area Agreement Communications Strategy Consultation – “Knowing Your Community” Policy Framework Performance and reward system links to strategic objectives</p>	<p>Further work ongoing Strategic Plan 2009-12 Action Plan</p>
<p>1.1.2 Review on a regular basis the Council’s vision for the local area and its impact on the authority’s governance arrangements</p>	<p>Strategic Plan 2009-12 Medium Term Financial Strategy and Capital Programme Sustainable Community Strategy Local Code of Corporate Governance Annual Governance Statement and Assurance Framework</p>	<p>Local Code of Corporate Governance updated as required by CIPFA Guidance</p>

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
1.1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	Strategic Plan 2009-12 Sustainable Community Strategy Local Area Agreement Public Service Partnership	Partnership strategy including governance arrangements and protocols is currently being developed. A partnership register is being developed. Research is currently being undertaken into establishing the Council's partners key values and vision
1.1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	Statement of Accounts	Strategic plan actions and annual monitoring of delivery
1.2.1 Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	Performance Dashboard which is underpinned by an on-line performance management system. Customer Excellence. Consultation – "Knowing Your Community"	Developing Mosaic and Touchstone customer research tools Govmetric Corporate Improvement programme – Environmental & Protective Services review, Housing Review, Street Services review
1.2.2 Put in place effective arrangements to identify and deal with failure in service delivery	National Indicators Performance Dashboard Local Area Agreement Complaints Procedure Internal Audit Process Finance and Audit Scrutiny Panel Executive Director for People and Performance Performance Management Board	Customer Service Centre becoming responsible for taking on web site management Group monitoring of summary service plan delivery

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>1.3.1 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.</p>	<p>Use of Resources Assessment Performance Dashboard Local Area Agreement Local Authority Carbon Management Nottingham Declaration Strategy and Action Plan</p>	<p>Value for money methodology as described in Value for Money section of Use of Resources Carbon Management programme Sustainability assessments for Local Development Framework</p>

Core Principle 2 – Members and Officers working together to achieve a common purpose with clearly defined functions and roles			
Our aims in relation to Members and Officers working together to achieve a common purpose with clearly defined functions and roles are to:			
2.1	Ensure effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function		
2.2	Ensure that a constructive working relationship exists between authority members and officers and the responsibilities of members and officers are carried out to a high standard		
2.3	Ensure relationships between the authority, its partners and the public are clear so that each knows what to expect of the other		
In order to achieve our aims we have/will:		Source documents/Processes	Further work ongoing
2.1.1	Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice	Constitution (Cabinet terms of reference) Record of decisions and supporting materials Member/Officer Protocol Member Training and Development Senior officer training	The Constitution will continue to be reviewed on a rolling basis.
2.1.2	Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	Constitution (Statutory Officer positions, Terms of Reference for Committees, Member roles) Protocols on planning, the representational role of Members, Chairmen, Officer/Members Schemes of Delegation Conditions of Employment	Development of a protocol to cover the working arrangements between Portfolio Holders and senior Officers.
2.2.2	Make the chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	Chief Executive designated Head of Paid Service Constitution (Head of Paid Service responsibilities) Conditions of Employment Schemes of Delegation Job Accountability Statement / Person Specification Signature on Annual Governance Statement	The Constitution will continue to be reviewed on a rolling basis. Support for this from Executive Director People and Performance

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.2.3 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	Constitution Member/Officer Protocol Regular 1:2:1's	The Constitution will continue to be reviewed on a rolling basis.
2.2.4 Make a senior officer (usually the section 151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	Head of Resource Management has been appointed as the Council's Chief Financial Officer (S151 Officer). Constitution Job Accountability Statement / Person Specification S151 Officer Protocol Report template includes financial implications before report considered by Members	
2.2.5 Make a senior officer (other than the responsible financial officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations are complied with (usually the Monitoring Officer)	Legal Services Manager has been appointed as the Council's Monitoring Officer Monitoring Officer Protocol Report template requires that Legal Services are consulted before a report considered by Members	
2.3.1 Develop protocols to ensure effective communication between members and officers in their respective roles	Member / Officer Protocol Planning Procedures Code of Practice Outside Bodies advice given to Members Member and Officer Codes of Conduct	
2.3.2 Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel (if applicable)	Pay and conditions policies and practices Independent Remuneration Panel Terms of Reference and Reports Regular liaison meeting with Unison	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.3.3 Ensure that effective mechanisms exist to monitor service delivery	<p>Performance Dashboard National Indicators Local Area Agreement Executive Director for People and Performance designated in new structure in July 2008 Complaints Procedure Heads of Service monitoring Service Plans Performance Management Board Performance and Reward system Scrutiny Panels</p>	<p>New performance management framework to reflect changes in relation to Local Area Agreements, Comprehensive Area Assessments and new National Indicators. Customer insight work</p>
2.3.4 Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated	<p>Strategic Plan 2009-12 underpinned by a review of all existing consultation work. Specific consultation with hard to reach groups. Medium Term Financial Strategy National Indicators Performance Dashboard Local Area Agreement Website Communications Strategy Courier</p>	<p>Strategic Plan 2009-12 Action Plans.</p>
2.3.5 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	<p>Constitution Individual Partnership Agreements Service Level Agreements Advice given to members in relation to outside bodies</p>	<p>Partnership strategy including governance arrangements and protocols is currently being developed. A partnership register is being developed. Research is currently being undertaken into establishing the Council's partners key values and vision</p>

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>2.3.6 When working in partnership:</p> <ul style="list-style-type: none"> • ensure that there is clarity about the legal status of the partnership • ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions. 	<p>Constitution Individual Partnership Agreements Service Level Agreements Advice given to members in relation to outside bodies</p>	<p>Partnership strategy including governance arrangements and protocols is currently being developed. A partnership register is being developed. Research is currently being undertaken into establishing the Council's partners key values and vision</p>

Core Principle 3 – Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour		
Our aims in relation to promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour are to:		
3.1	Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	
3.2	Ensuring that organisational values are put into practice and are effective	
In order to achieve our aims we have/will:		Source documents/Processes
3.1.1	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	<p>Constitution Chief Executives and Leaders blog on the Council's intranet Performance and Reward Leadership days Standards Committee has an overall view of conduct issues established by their terms of reference Member and Officer Codes of Conduct Increased numbers of Independent Members appointed to Standards Committee Member/Officer Protocol Whistleblowing Policy Anti Fraud and Corruption Policy Freedom of Information Policy statement and publication scheme Monitoring Officer and S151 Officer Protocols Planning Procedures Code of Practice Officer Register of Gifts and Hospitality Officer voluntary register of interests Member's Register of Interests Website</p>
		Further work ongoing
		Best Council's survey work
		Quarterly briefing for staff
		Review of Whistleblowing Policy

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
	<p>Corporate Road shows by Chief Executive for staff Executive Management Team shadowing Executive Management Team listening circles Hub and Spokes Officers focus group Portfolio Holders monthly sessions with senior officers</p>	
<p>3.1.2 Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols</p>	<p>Members and Officer Codes of Conduct Performance and Reward System Complaints procedures Anti-fraud and Corruption Policy Member/Officer Protocols Member Development Programme Officer training on Member/ officer relationship Whistleblowing Policy Information and Communication Technology (ICT) Security Policy</p>	<p>Review of Whistleblowing Policy</p>
<p>3.1.3 Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice</p>	<p>Member and Officer Codes of Conduct Equality and Diversity training for Members and Officers Financial Regulations Contract Procedure Rules Anti-Fraud and Corruption Policy Whistleblowing Policy Registers of Interests (Officers and Members) All of these arrangements are reported on through the Monitoring Officer Services and processes are underpinned by Equality Impact Assessments Officer induction and training</p>	<p>Review of Whistleblowing Policy</p>

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
3.2.1 Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	Member and Officer Codes of Conduct Strategic Plan 2009-12 Administration's vision, 3 objectives and 9 priorities in place and being shared Way We Work Programme - organisational values for People, Customer Excellence, Place Shaping and Flexible Working Performance and Reward Customer Excellence	Strategic Plan 2009-12 Action Plan People Strategy actions
3.2.2 Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Contract Procedure Rules Anti-Fraud and Corruption Policy Whistle Blowing Policy Member and Officer Codes of Conduct Monitoring of the above takes place by the Standards Committee ICT Security Policy	Reporting through to Standards Committee on a regular basis
3.2.3 Develop and maintain an effective Standards Committee	Agenda and Minutes Terms of Reference Regular meetings The number of Independent Members and Parish Representatives exceeds statutory minimum Local Assessment of complaints Framework implemented	The Local Assessment Framework will be monitored by the Standards Committee. Annual Report

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>3.2.4 Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority</p>	<p>Member and Officer Codes of Conduct Strategic Plan 2009-12 Administration's vision, 3 objectives and 9 priorities in place and being shared Way We Work Programme Performance and Reward Customer Excellence Leadership days Portfolio Holder sessions with Senior Managers</p>	<p>Strategic Plan 2009-12 Action Plan</p>
<p>3.2.5 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively</p>	<p>Values agreed with each partner Partnership Register</p>	<p>Protocols for partnership working are in the process of being developed. Implementation of Partnership Strategy</p>

Core Principle 4 – Taking informed and transparent decisions which are subject to effective scrutiny and managing risk			
Our aims in relation to taking informed and transparent decisions which are subject to effective scrutiny and managing risk are to:			
4.1	Being rigorous and transparent about how decisions are taken and listening and acting on the outcomes of constructive scrutiny		
4.2	Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs		
4.3	Ensuring that an effective risk management system is in place		
4.4	Using their legal powers to the full benefit of the citizens and communities in their areas		
In order to achieve our aims we have/will:		Source documents/Processes	Further work ongoing
4.1.1.	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible	Scrutiny is supported by robust evidence and data analysis Agenda and Minutes Work programme Successful outcome of reviews Training on developing meaningful work programme Training for scrutiny chairman Scrutiny conference Scrutiny of partners and joint projects	Individual skills for successful scrutiny training in for members in conjunction with Ipswich and Tendring District Council
4.1.2	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Constitution Decision making protocols Record of decisions and supporting materials Report template Decision list published	Meetings Factory on website
4.1.3	Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	Member and Officer Codes of Conduct Member and Officer Registers of Interests Declaration of Interests at meetings Code of Conduct guidance and training provided to Members and Officers	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
	<p>Planning procedures Code of Practice Standards Committee have responsibility for these issues Monitoring Officer reports on these issues Politically restricted posts</p>	
<p>4.1.4 Develop and maintain an effective Audit Committee (or equivalent) which is independent or make other appropriate arrangements for the discharge of the functions of such a committee</p>	<p>Finance and Audit Scrutiny Panel Terms of Reference Accounts and Regulatory Committee Audit awareness training Agenda and Minutes</p>	
<p>4.1.5 Put in place effective transparent and accessible arrangements for dealing with complaints</p>	<p>Complaints procedure Local Assessment Framework</p>	<p>Complaints procedure currently being reviewed Customer insight work</p>
<p>4.2.1 Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</p>	<p>Website Report templates dealing with key aspects Report by Head of Service with necessary technical expertise included Training and professional development</p>	
<p>4.2.2 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately</p>	<p>Report template requires that consultation is undertaken with Monitoring Officer and S151 Officer before report considered by Members Record of decision making and supporting materials S151 and Monitoring Officer Protocols</p>	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
4.3.1 Ensure that risk management is embedded into the culture of the organisation, with members and managers at all levels recognising that risk management is part of their job	<p>Risk Management Strategy part of the Policy Framework</p> <p>Corporate Risk Manager</p> <p>Corporate/service planning</p> <p>Cabinet Member with accountability for risk management</p> <p>Finance and Audit Scrutiny Panel monthly monitoring role of top 5 risks and regular review of whole risk register</p> <p>Performance Management Board quarterly risk review</p> <p>Risk Registers- Strategic, Operational and Project</p> <p>Risk and Control self assessment completed by all managers</p> <p>Training for Members and Officers</p>	Currently developing Members training session. Officer training as and when required through Group Management Teams
4.3.2 Ensure that arrangements are in place for whistle blowing to which staff and all those contracting with the authority have access	Whistleblowing Policy Information for contractors Monitoring Officer Constitution	Review of Whistleblowing Policy
4.4.1 Actively recognise the limits of lawful activity placed on them by, for example the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Constitution Monitoring Officer Report templates	
4.4.2 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law	Availability of professional legal advice Monitoring Officer Protocol Report templates	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>4.4.3 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice into their procedures and decision making processes</p>	<p>Monitoring Officer Protocol Procedure Rules Report template Constitution Format for quasi judicial committees “Have Your Say” leaflet Planning Procedure Code of Practice</p>	

Core Principle 5 – Developing the capacity and capability of Members and Officers to be effective

Our aims in relation to developing the capacity and capability of Members and Officers to be effective are:

- 5.1 Making sure that Members and Officers have the skills, knowledge, experience and resources they need to perform well in their roles
- 5.2 Developing the capability of people with governance responsibilities and evaluating their performance as an individual and as a group
- 5.3 Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>5.1.1 Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis</p>	<p>Member training and development Member and Officer Induction programmes Refresher courses Briefings Officer Development Plan (individual and corporate) Appraisals for officers People Strategy Personal Development Plans Learning and Development Strategy/Annual Plan</p>	<p>Member skills development</p>
<p>5.1.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation</p>	<p>Appraisals Training Induction Monitoring Officer and S151 Officer Protocols Employee Policies Learning and Development Strategy/Annual Learning and Development Plan</p>	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
5.2.1 Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively	Appraisals for officers SMART objectives Personal Development Plans for officers Member training and development People Strategy Learning and Development Strategy/Annual Learning and Development Plan	Member skills development
5.2.2 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	Appraisals for officers Personal Development Plans for officers Member training and development Member scrutiny training People Strategy	Member skills development
5.2.3 Ensure that effective arrangements are in place for reviewing the performance of the authority as a whole and of individual members and agreeing an action plan which might for example aim to address any training or development needs	Performance Dashboard Performance management and appraisals for officers SMART objectives People Strategy Investors in People Assessment	
5.3.1 Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	Equality Impact Assessments on services and policies Knowing your community on web site Voluntary Sector Compact Public meetings Race Equality Scheme Disability Equality Scheme Strategic Plan Consultation Local Development Framework consultation Life opportunities and Community development work Neighbourhood Action Panels	Reassessment at Level 3 Diversity Standard

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
5.3.2 Ensure that career structures are in place for Members and Officers to encourage participation and development	People Strategy Internal Recruitment Process Internal Secondments	Human Resource Plans

Core Principle 6 – Engaging with local people and other stakeholders to ensure robust public accountability		
Our aims in relation to engaging with local people and other stakeholders to ensure robust public accountability are to:		
6.1	Exercise leadership through a robust scrutiny function which engages effectively with local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships	
6.2	Take an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly, in partnership or by commissioning	
6.3	Make best use of human resources by taking an active and planned approach to meet responsibility to staff	
In order to achieve our aims we have/will:		Further work ongoing
6.1.1	Make clear to themselves, all staff and the community, to whom they are accountable and for what	Constitution Community Strategy Stakeholder identification Targets and Performance Monitoring Website and intranet Consultation Strategy Communications Strategy Satisfaction Surveys
6.1.2	Consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required	Stakeholder identification Statutory provisions Stakeholder surveys Consultation Strategy Communications Strategy
6.1.3	Produce an annual report on scrutiny function activity	Annual Report

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
6.2.1 Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	Communications Strategy Web sites Equality Impact Assessments Courier	Safeguarding agenda
6.2.2 Hold meetings in public unless there are good reasons for confidentiality	Constitution Access to information rules	
6.2.3 Ensure arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	Strategic Plan 2009-12 Web site - "Knowing Your Community" section Consultation strategy Communications strategy Community strategy Equality Impact Assessments Place Survey Corporate business plan Service Plans Budget Consultation Meeting	Strategic Plan 2009-12 Action Plan Single Equality Scheme
6.2.4 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	Statement of Community Involvement Customer Excellence Customer insight project team Partnership framework Communication strategy Consultation Strategy Budget Consultation meeting Strategic Plan consultation	Mosaic and Touchstone development Govmetric

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
<p>6.2.5 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period</p>	<p>Statement of Accounts Strategic Plan 2009-12 Performance Dashboard</p>	<p>Strategic Plan 2009-12 Action Plan</p>
<p>6.2.6 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so</p>	<p>Constitution Customer service standards Voluntary Sector Compact "Have Your Say" at meetings Freedom of Information Act Publication Scheme Member and Officer Codes of Conduct Way We Work Programme Whistle Blowing Policy Anti-Fraud and Corruption Policy Monitoring Officer Protocol Communications Policy Data Protections Policy ICT Security Policy</p>	
<p>6.3.1 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</p>	<p>Investors in People Facilities and Recognition Agreement with UNISON</p>	

Extract from the minutes of the Standards Committee meeting held on 6 March 2009

13. Local Code of Corporate Governance

The Monitoring Officer presented a report proposing the draft Local Code of Corporate Governance. The Council had approved a Local Code of Corporate Governance several years ago. The revised Code before the Committee was drafted in accordance with guidance issued in 2007 jointly by the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives entitled “Delivering Good Governance in Local Authorities.” It was based on six core principles.

The Committee noted in particular the work that was being done and was proposed to achieve Core Principle Three (“Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour”) which was especially relevant to the work of the Standards Committee.

The Committee welcomed the Code and recommended to Cabinet that it be approved. The Committee noted that if Cabinet approved the Code, it would then be referred to Full Council for adoption.

RECOMMENDED to Cabinet that the Local Code of Corporate Governance be approved.



Cabinet

18 March 2009

Item
12(ii)

Report of	Monitoring Officer	Author	Andrew Weavers
Title	Revised Contract Procedure Rules		☎ 282213
Wards affected	Not applicable		

This report proposes revised Contract Procedure Rules.

1. Decision Required

1.1 To approve revised Contract Procedure Rules contained at Appendix 1 to this report.

2. Reasons for Decision(s)

2.1 The 2008 Annual Governance Statement included a review of the effectiveness of the Council's governance and internal control arrangements. The Statement identified some areas where actions were required to ensure that the Council continued to provide appropriate and cost effective services. One of the identified areas for improvement was the creation of a central register of contracts. The Council's Contract Procedure Rules require updating to reflect this.

3. Alternative Options

3.1 No alternative options are presented.

4. Supporting Information and Proposals

4.1 The Council's Contract Procedure Rules require updating from time to time to ensure that they are fit for purpose. In addition, the 2008 Annual Governance Action Plan identified a requirement for a central register of contracts which would ensure a central record of contractual arrangements entered into by the Council. This will contribute to the Council's governance arrangements and will enable us to manage resources and procurement more effectively.

4.2 The Head of Resource Management will maintain the register and Contract Procedure Rules have been amended to facilitate this requirement.

4.3 In addition, the opportunity has also been taken to review the Rules to ensure that:

- the terminology is consistent throughout;
- the rules are in a more logical order;
- senior management changes are incorporated;
- current procurement arrangements are accommodated, for example the use of framework agreements.

5. Strategic Plan References

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

6. Financial Considerations

6.1 None.

7. Equality, Diversity and Human Rights Implications

7.1 None

8. Publicity Considerations

8.1 The revised Contract Procedure Rules will form part of the Constitution and will be placed on the Council's website.

9. Consultation Implications

9.1 None.

10. Community Safety Implications

10.1 None

11. Health and Safety Implications

11.1 None

12. Risk Management Implications

12.1 None.

Contract Procedure Rules

INTRODUCTION

The Council is required by law to have procedural rules that govern the letting of contracts.

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PART 1 – Requirements When Letting Contracts

1. Definitions

- (1) In these Contract Procedure Rules, "the Officer" means the relevant Executive Director or Head of Service responsible for the letting of the contract or the duly authorised representative of the relevant Executive Director or Head of Service.
- (2) In these Contract Procedure Rules "appropriate consultation" means consultation with the relevant Portfolio Holder whose delegated responsibility includes the subject matter of the contract, or in whose absence the Leader of the Council or in whose absence the Deputy Leader of the Council.

2. Application and Compliance with Contract Procedure Rules

- (1) Every contract, whether made by the Council on its own behalf or for another Authority shall comply with these Contract Procedure Rules, except as otherwise specified in this Rule.
- (2) No exception from any of the following provisions of these Contract Procedure Rules shall be made otherwise than by direction of the Cabinet or, where it is in the Council's interests to take immediate action, by an Executive Director, after appropriate consultation with the relevant Portfolio Holder.
- (3) Every exception to the provisions of these Contract Procedure Rules made by an Executive Director and the circumstances whereby it is in the Council's interests to take immediate action by which the exception shall have been justified, shall be reported to either the Portfolio Holder or the next meeting of the Cabinet (as appropriate).
- (4) These Contract Procedure Rules shall have no application to contracts or agreements:
 - (a) entered into with statutory undertakers in respect of work carried out or services supplied by them for which they hold a statutory monopoly;
 - (b) entered into by the Council for another Authority pursuant to instructions given by the Principal.
 - (c) comprising internal contracts or agreements between Internal Service Units of the Council concerning the provision of services which have not been exposed to external competition.
- (5)
 - (a) For contracts less than £50,000 officers should seek advice from Legal Services in relation to the formation of contracts unless they consider it impractical to do so.
 - (b) For contracts over £50,000 officers must seek advice from Legal Services in relation to the formation of the contract unless a standard form of contract is used or the relevant Portfolio Holder has agreed that external advisers should be employed.

- (c) In relation to any contract where the officer or contractor wishes to terminate a contract early, the Officer must seek legal advice from Legal Services or from an external services provider where the relevant Portfolio Holder has agreed that external advisers should be employed.

3. European Community Requirements

- (1) These Contract Procedure Rules shall be subject to any procedures which may apply by reason of the United Kingdom's membership of the European Community ("EC").
- (2) A contract or a series of similar contracts of the same type, the aggregation of which exceed the financial limits set in EC Directives shall be let in accordance with the requirements of EC Directives.

The thresholds (net of VAT) applying from 31 January 2008 are:

- *Contracts for supplies estimated to cost not less than £139,893;*
- *Contracts for Part A Services estimated to cost not less than £139,893*
- *Contracts for public works estimated to cost not less than £3,497,313;*

NB. Financial limits set by EC Directives are regularly reviewed.

- (3) Prior to the commencement of each financial year, each Executive Director or Head of Service shall notify the Head of Resource Management of all contracts to be let in accordance with paragraph (2) of this Contract Procedure Rule and which in the course of the financial year for Part A Services and Supply Contracts the estimate value of the contract exceeds £513,166 and for all Works Contracts the estimate value of the contract exceeds £3,611,319 a prior information notice will be sent by the Head of Resource Management to the Official Journal of the European Union (OJEU) on behalf of the Council for these contracts.
- (4) Each contract falling within paragraph (2) of this Contract Procedure Rule shall be let by means of the restricted procedure or if appropriate the negotiated procedure providing that the negotiated procedure is used in accordance with the EC Procurement Rules. Any alternative procedure must be agreed with the relevant Portfolio Holder and /or Cabinet (as appropriate).
- (5) Each contract falling within paragraph (2) of this Contract Procedure Rule shall be let on the basis of the most economically advantageous tender to the Council having regard to price, quality, technical merit, aesthetic and functional characteristics, technical assistance, after sales service, delivery date, delivery period, period of completion and such other criteria as the Council may have specified in the tender documents.
- (6) For each contract falling within paragraph (2) of this Contract Procedure Rule the criteria for the selection of tenderers shall be only those set out in the relevant EC Directive, although officers will be entitled to use existing and new Framework Agreements that have been let by the Council or other relevant bodies in accordance with EC Regulations.

- (7) The Officer shall ensure contract award notices are submitted to the Official Journal of the European Union in accordance with the relevant EC Directive and that written reports and returns are submitted as required by the Directives.
- (8) The Officer shall notify the Head of Resource Management of all contracts falling within paragraph (2) of this Contract Procedure Rule that are let during the course of the year
- (9) For each Works, Supplies and Service Contract that falls with EC Procurement Regulations the relevant Executive Director or Head of Service must keep the following information for each contract let in accordance with the EC Procurement Regulations:
 - (a) the name and address of the Council;
 - (b) the work, service or supplies to be provided under the contract and the value of the consideration to be given under it;
 - (c) the names of the persons whose offers were evaluated in accordance with regulations and where the Council has used the restricted or negotiated procedure, the reasons why those persons were selected;
 - (d) the names of the persons who were unsuccessful pursuant to regulations and the reasons why they were unsuccessful;
 - (e) the name of the person to whom the contract was awarded and the reasons for having awarded the contract to him;
 - (f) if known to the Council the work, service or supplies under the contract which the person to whom the contract has been award intends to sub-contract to another person;
 - (g) in the case of the Council using the negotiated procedure which of the circumstances specified in regulations constituted grounds for using that procedure.

The relevant Executive Director or Head of Service shall supply a copy of the information specified in paragraphs (a) - (g) above to the Head of Resource Management at the end of each financial year or upon request by HM Treasury or the European Commission.

4. Appointment of Consultants

- (1) The appointment of consultants shall be in accordance with these Contract Procedure Rules except where the established practice of the particular trade or profession does not accord with these Contract Procedure Rules, in which case the established practice of the trade or profession shall be employed with the prior agreement of the relevant Portfolio Holder subject to the estimated value of the proposed services not exceeding the relevant EC threshold.
- (2) In circumstances where the Officer is of the opinion that the established practice of a particular trade or profession does not accord with these Contract Procedure Rules the relevant Officer shall notify the Monitoring

Officer in writing the reasons why Contract Procedure Rules should not apply and in particular which Contract Procedure Rules are not applicable. Thereafter the Monitoring Officer will notify the Officer as to whether he agrees with the Officer's view and in that event the he does the relevant Contract Procedure Rules will not apply.

- (3) The Officer must agree via Legal Services terms of any contract prior to the award of a contract unless using a standard form of contract.
- (4) Heads of Service shall notify the Head of Resource Management of the appointment of a consultant to ensure insurance requirements are met.

5. Contracts – Delegation to Officers

- (1) No Officer shall enter into any contract with third parties unless it is been approved in accordance with the Scheme of Delegation contained in Part 3 of the Constitution.

6. Invitation to Tender

- (1) The provisions of this Contract Procedure Rule apply to all contracts except those covered by the provisions of Contract Procedure Rules 3(1), 6(1)-6(3), 8(1)-8(7) and 9(1)-9(6).
- (2) No contract which exceeds an estimated value or amount of £250,000 for works services or supplies, shall be made unless at least ten days' public notice has been given in one or more local newspapers circulating in the Borough of Colchester and if considered desirable by the Officer, in one or more newspapers or journals circulating among such persons as undertake such contracts, expressing the nature and purpose thereof, inviting tenders for its execution and stating the last date when tenders will be received.
- (3) For contracts of an estimated value or amount between £50,000 and £250,000, either public notice may be given as set out in paragraph (2) of this Contract Procedure Rule or the Officer may invite not less than three contractors to tender.

[NB. For contracts of an estimated value of up to £50,000 refer to Contract Procedure Rule 9(7).]

- (4) The Officer may send out electronic documents and receive electronic responses to pre-tender information only. The receipt of tenders must be in accordance with Contract Procedure Rule 24 which precludes the receipt of electronic documents.

7. Tender Short List

- (1) Where by virtue of a decision of the Cabinet or a Portfolio Holder duly authorised in that behalf invitation to tender for a contract is to include persons or bodies who reply to a Public Notice, then the Officer will not be required to have any shortlist approved by the Cabinet or the Portfolio Holder duly authorised in that behalf, providing the Officer is complying with all other obligations under these Contract Procedure Rules, best value and the EC Procurement Regulations and any other criteria which apply to the selection criteria.

- (2) Public notice shall be given as set out in Contract Procedure Rule 6(2) inviting applications from persons or bodies who undertake such contracts to be placed on a list from which contractors selected by the Council will be invited to submit tenders for such work.
- (3) After the expiration of the period specified in the public notice, invitations to tender for the contract shall be sent to not less than three of the persons or bodies who applied for inclusion in the list, or if fewer than three persons or bodies have applied and are considered suitable, to all such persons.
- (4) Where the contract is within the works or services areas approved by the Council as being suitable for execution by In-house Providers, such Providers shall in all cases be invited to tender for contracts for the provision of such works or services, unless the contract is let in accordance with the EC Procurement Regulations in which case the relevant Executive Director or Head of Service must follow the selection criteria set out in accordance with the EC Procurement regulations.

8. Standing Approved Lists

- (1) This Contract Procedure Rule shall have effect where Contract Procedure Rule 3 does not apply and where the Cabinet have determined that a list shall be kept of persons to be invited to tender for contracts for work, services or supplies of specified categories, values or amounts, or for the execution of specified categories of works.
- (2) The list shall:
 - (a) be compiled and maintained by the Officer having taken due consideration of each person or body's competence, financial position, integrity and organisational quality; and
 - (b) contain the names of all persons or bodies who wish to be included on the approved list and who are approved by the Cabinet, appropriate Portfolio Holder or the relevant Executive Director or Head of Service; and
 - (c) indicate in respect of a person or body whose name is so included, the categories of contract and the estimated values or amounts in respect of those categories for which approval has been given.
- (3) At least four weeks before the list is first compiled, notices inviting applications for inclusion in it shall be published in one or more local newspapers circulating in the Borough of Colchester and in one or more newspapers or journals circulating among such persons or bodies as undertake such contracts.
- (4) The list shall be reviewed at intervals not exceeding two years unless the person or bodies who have been included on the approved list have been included by virtue of a Framework Agreement awarded in accordance with Contract Procedure Rule 10 in which case the review will be carried out in accordance with the Framework Agreement (if applicable).

- (5) At least four weeks before each review referred to at (4) of this Contract Procedure Rule, each person or body whose name appears on the list shall be asked whether the name is to remain thereon and notices inviting applications for inclusion on the list shall be published in the manner set out in paragraph (3) of this Contract Procedure Rule.
- (6) Where by virtue of a decision of the Cabinet, Portfolio Holder or Officer (as appropriate) the invitation to tender for a contract shall be limited to persons or bodies whose names appear on the list, an invitation to tender for that contract shall be sent to at least three of those persons or bodies whose names appear on the list as being approved for a contract of that value, amount or category or if there are fewer than three such persons or bodies, to all such persons or bodies.
- (7) If there are more than three such persons or bodies, the persons or bodies to whom invitations are sent shall be selected in the manner determined by the Cabinet , Portfolio Holder or Officer (as appropriate) either generally or in relation to a particular contract or category of contracts.
- (8) The list shall include In-house Providers in respect of all work, services or supplies areas approved by the Council as being suitable for execution by such providers, which shall in all appropriate cases be invited to tender for contracts for the provision of such work, services or supplies.
- (9) Subject to Contract Procedure Rules 3 and 8(10) the Officer will not be required to maintain a list under Contract Procedure Rule 8 if the Officer uses an external organisation to maintain a list of suitable persons who can be invited to tender on behalf of the Council. Provided that the use of such external organisation has been previously agreed with the Cabinet or the relevant Portfolio Holder. The list maintained by the external organisation pursuant to this Contract Procedure Rule shall include In-house Providers or shall be deemed to include In-house Providers in order to comply with Contract Procedure Rule 8 (8).
- (10) When the Council, acting for another authority, is to invite selective tenders for the supply of work, services or supplies, the persons or bodies to be invited to tender shall be selected from the Standing Approved List maintained by the other authority.

9. Exceptions to Requirement to Invite Tenders

- (1) Unless Contract Procedure Rules 2 and 3 apply nothing in these Contract Procedure Rules shall require tenders to be invited in respect of contracts falling within the following categories.
- (2) In the case of contracts for the work, services or supplies:-
 - (a) the work, services or supplies are proprietary articles or are sold only at a fixed price and no reasonably satisfactory alternative is available; or
 - (b) the prices of the work, services or supplies are wholly controlled by trade organisations or Government Order and no reasonably satisfactory alternative is available.

- (3) The work, services and supplies provided consist of repairs to or the supply of parts of existing proprietary machinery or plant.
- (4) In the case of specialised work, services or supplies or where effective competition is for any reason prevented and, with the consent of the appropriate Portfolio Holder or where appropriate (depending on the relevant financial threshold) the Cabinet, the Officer may obtain estimates from one or more persons or bodies and upon satisfaction therewith and, with the consent of the appropriate Portfolio Holder or where appropriate (depending on the relevant financial threshold) the Cabinet, may make the contract with such person or body.
- (5) With the prior consent of the Cabinet, Portfolio Holder or Officer (as appropriate) any existing contract entered in accordance with these Contract Procedure Rules can be extended (here meaning where there is not an existing contractual right to extend the term) provided that it is established that the contract needs to be extended for justifiable operational reasons and that this does not cause the relevant EC Procurement threshold to be exceeded having due regard to the aggregation rules referred to in Contract Procedure Rule 3.
- (6) Tenders shall have been invited on behalf of any consortium, collaboration or similar body and/or procurement arrangement of which the Council is a member, in accordance with a method of letting contracts adopted by such body. Provided that where tenders are so invited as aforesaid by an Officer of the Council, the delivery, opening and acceptance of tenders shall comply with the provisions of these Contract Procedure Rules, save where those provisions are inconsistent with any method by which tenders so obtained on its behalf are dealt with unless the Cabinet and /or Portfolio Holder has agreed that their tender procedures shall prevail.
- (7) For a contract with an estimated expenditure of up to £50,000 and it is not considered by the Officer to be reasonably practicable or in the Council's interests to invite tenders, the Officer must seek three written quotations for the contract unless it is impracticable so to do.
- (8) Any land disposed of by the Council shall be in accordance with the Land Disposal Procedure Rules contained at Schedule 1 to these Contract Procedure Rules.

10. Framework Agreements

- (1) Where the Council has either entered into a Framework Agreement itself or is procuring via an external Framework Agreement the Officer may place orders or seek tenders under a Framework Agreement by reference to a price list or other document in order to obtain best value in terms of quality and price and must ensure that there is reasonable competition under the Framework Agreement in order to ensure that the Council obtains best value.
- (2) Any order or tender placed or sought under a Framework Agreement must comply with the requirements contained in Contract Procedure Rules 15, 16, 24, 26 and 30.

- (3) Any call off arrangement made under the terms of any Framework Agreement which exceeds the sum of £50,000 shall be opened in accordance with Contract Procedure Rule 26 and reference to tenders shall be construed accordingly.

11. Rights of Third Parties

- (1) There shall be inserted in every written contracts clause that excludes the rights of third parties under the Contracts (Rights of Third Parties) Act 1999, unless the Officer considers it appropriate to do so.

12. Assignment

- (1) There shall be inserted in every written contract for work, services or supplies a clause which prohibits the contractor from assigning the contract without the written consent of the Council.

13. Liquidated Damages

- (1) Every contract which is estimated to exceed £250,000 in value or amount for work, services or supplies by a particular date or series of dates, may provide for liquidated damages to be paid by the contractor in case the terms of the contract are not duly performed. The amount, if any, to be specified in each such contract shall be determined by the Officer, after consultation with the Head of Resource Management.

14. Security for Performance

- (1) Where a contract is estimated to exceed £1m in value or amount and is for work, services or supplies by a particular date or series of dates, the Officer shall consider whether the Council should require security for its due performance and shall, after consultation with the Head of Resource Management, either certify to the Monitoring Officer that no such security is necessary or shall specify in the conditions of tender, the nature and amount of the security to be given.
- (2) In the event of security being required, the Council shall require and take a Bond or other sufficient security for the due performance of the contract and in such cases, no works shall be started until a satisfactory Bond or other security has been provided, provided that the Officer, after consultation with the Head of Resource Management and the Monitoring Officer, may agree that in exceptional circumstances, such works may be commenced prior to the Bond or sufficient security being provided, subject to the contractor first agreeing in writing that no payments under the contract will be made by the Council until such Bond or security has been provided by the contractor.
- (3) Where a tender specification requires the provision of a Bond or other sufficient security for due performance of the contract and the successful tenderer is another local authority or public body, following acceptance of the tender, the Officer after consultation with the Head of Resource Management, may certify to the Monitoring Officer that no such security is necessary.
- (4) In any other case, the Officer may require security for due performance of the contract if the Officer so considers it necessary.

15. Cancellation for Corruption

- (1) There shall be inserted in every written contract of a value in excess of £50,000, a clause empowering the Council to rescind the contract and to recover from the contractor the amount of any loss resulting from such cancellation:
 - (a) if the contractor shall have offered or given or agreed to give to any person, any gift or consideration of any kind as an inducement or reward for doing or forbearing to do or for having done or forborne to do any action in relation to the obtaining or execution of the contract or any other contract with the Council or for showing or forbearing to show favour or disfavour to any person in relation to the contract or any other contract with the Council; or
 - (b) if the like acts shall have been done by any person employed by the contractor or acting on the contractor's behalf (whether with or without the knowledge of the contractor); or
 - (c) if in relation to any contract with the Council, the contractor or any person employed by the contractor or acting on the contractor's behalf shall have committed any offence under the Prevention of Corruption Acts 1889 to 1916, or shall have given any fee or reward, the receipt of which is an offence under Section 117(2) of the Local Government Act 1972.

16. Collusive Tendering Certificate

- (1) In every tender submitted to the Council the tenderer shall certify that the tender sum has not been fixed or the amount adjusted by or under or in accordance with any agreement or arrangement with any other person.
- (2) In every tender submitted to the Council, the tenderer shall certify that none of the following acts have been done and undertakes not to do any of the following acts at any time prior to the formal acceptance of the tender:
 - (a) communicating to a person other than the person calling for the tender the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender;
 - (b) entering into any agreement or arrangement with any other person that the tenderer shall refrain from tendering or as to the amount of any tender to be submitted;
 - (c) offering or paying or giving or agreeing to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above.

17. Indemnities

- (1) The Officer must ensure that any external party who procures works services and supplies on behalf of the Council indemnifies the Council against any liability arising directly or indirectly from the procurement process.

18. Nominated Sub-Contractors and Suppliers

- (1) The Officer may nominate a sub-contractor to a main contractor provided that it complies with the EC Procurement Regulations and these Contract Procedure Rules and does not cause the amount of the main contract to increase unless it is approved by the Officer in accordance with paragraph (3) of this Contract Procedure Rule.
- (2) The Officer must consider whether any sub-contractor should provide direct warranties to the Council for the due performance of the works supplies services as appropriate.
- (3) Where the tender exceeds the prime cost sum in a main contract previously approved by the Cabinet or relevant Portfolio Holder, the Officer shall submit a report to the Cabinet or relevant Portfolio Holder who shall determine whether or not to instruct the Officer to nominate the tenderer to the main contractor.

19. European Standards

- (1) Where the Officer gives reference to a British Standard or a specific named product he/she must state the British Standard or specific named product and then the words 'or equivalent' unless the Officer can demonstrate that there is no equivalent.

20. Certification of Contracts

- (1) No Officer shall enter into a contract that is required to be certified in accordance with the Local Government (Contracts) Act 1997. Any request for certification shall be referred to the Monitoring Officer who will decide if such certification is appropriate and if appropriate, will arrange for the certification to be given in accordance with the Act.

21. In-House Providers

- (1) For the purposes of these Contract Procedure Rules, an In-house Provider seeking to obtain a contract from the Council in competition with external tenderers shall be treated in similar manner to any other potential contractor and references herein to "tenderers" and "contractors" shall be construed accordingly.

22. Statutory Obligations

- (1) The Officer shall ensure that every contract awarded complies with all the Council's statutory obligations and in doubt the Officer must seek advice from Legal Services or an external adviser. The Officer must also ensure that all contracts let by the Council contain suitable provisions in relation to compliance with statutory obligations.

Part 2 – Procedural Requirements Which Apply To Every Tender

23. Consultants – When Acting as Contract Supervisor

- (1) It shall be a condition of the engagement of any consultant (not being an officer of the Council) who is to be responsible to the Council for the supervision of a contract on its behalf, that in relation to that contract that person shall:
 - (a) comply with the requirements of these Contract Procedure Rules in the same way as the Officer, subject to the modification that the procedure to be followed in inviting and opening tenders shall be approved in advance by the Officer; and
 - (b) at any time during the performance of the contract, produce to the Officer on request, the records maintained in accordance with these requirements; and
 - (c) on completion of the contract, transmit such records to the Officer.

24. Form and Custody of Tenders

- (1) Where in pursuance of Contract Procedure Rules 6, 7 or 8 an invitation to tender is required, every notice of such invitation shall state that no tender will be considered unless received in a plain sealed envelope which shall bear the word "Tender" followed by the subject to which it relates and then the words "Closing date 12 noon on . . ." followed by the closing date, but shall not bear any name or mark indicating the sender, provided that a postage stamp, postal franking mark or customs declaration (or similar) shall not be regarded as being such a name or mark and such envelopes shall be addressed to and remain in the custody of the Principal Lawyer until the time appointed for their opening.
- (2) Every tender received by the Officer shall be numbered and marked with the date and time of receipt and a copy provided to Legal Services.

25. Late Arrival of Tenders

- (1) No competitive tender received after the specified time shall be considered.
- (2) It shall be the responsibility of the tenderer to ensure that the tender is received by the Council by the specified time and the marking of the tender envelope with the date and time of receipt by an officer of the Council in the presence of the tenderer shall be conclusive proof. The Officer shall ensure that every tenderer is aware of this requirement.
- (3) All tenders received after the specified time shall be so marked in the register of tenders maintained by Legal Services and shall be promptly returned to the tenderer unopened (except to the extent necessary to ascertain the tenderer's name) by the Principal Lawyer and no details of such tender shall be disclosed. Provided that this Procedure Rule will not relate to any external arrangement entered into by the Council in accordance with Contract Procedure Rule 8(6).

26. Opening of Tenders

- (1) All tenders received for any contract following an invitation to tender pursuant to these Contract Procedure Rules shall be opened at the same time.
- (2) Tenders for contracts of an estimated value not exceeding £250,000 shall be opened in the presence of at least two officers designated for the purpose by the Monitoring Officer.
- (3) Tenders for contracts of an estimated value in excess of £250,000 but not exceeding £500,000 shall be opened in the presence of the Monitoring Officer, or an officer designated by the Monitoring Officer, and the Officer, or an officer designated by the Officer.
- (4) Tenders for contracts of an estimated value in excess of £500,000 shall be opened as under paragraph (3) of this Contract Procedure Rule though in addition the relevant Portfolio Holder shall be given not less than 48 hours' notice by the Officer of the time and place appointed for the opening of tenders and may attend or appoint another Portfolio Holder to be in attendance.

27. Alterations to Tenders

- (1) Persons or bodies tendering shall not be allowed to alter their tender after the specified time for the receipt of tenders, except as provided in paragraphs (2) and (3) of this Contract Procedure Rule.
- (2) If errors are found in tenders, a tenderer shall be given details of such errors and afforded an opportunity of confirming or withdrawing the offer.
- (3) In cases where a priced Bill of Quantities or other priced document is submitted with the tender and arithmetical errors are found in such document, a tenderer shall be given details of such errors and afforded an opportunity of adjusting the rates and prices inserted therein in accordance with the provisions of the form of contract.

28. Acceptance of Tenders

- (1) If a decision to accept a tender by the Cabinet, a Portfolio Holder or the Officer amounts to a Key Decision, then the tender shall not be formally accepted until the call-in period contained in the Call-in Procedure has expired.
- (2) Subject to the following paragraphs of this Contract Procedure Rule, tenders shall be accepted by the Cabinet, relevant Portfolio Holder or by the Officer in respect of those matters for which authority to enter in a contract has been delegated to the relevant Portfolio Holder or the Officer.
- (3) For contracts having an estimated value in excess of £50,000 formal notification of the acceptance of a tender shall be given in writing by the Principal Lawyer or by an officer duly authorised by the Monitoring Officer.

- (4) Except where Contract Procedure Rule 3 applies the Cabinet or an relevant Portfolio Holder shall not accept or recommend the acceptance of a tender other than the lowest tender, if payment is to be made by the Council, or the highest tender if payment is to be received by the Council, unless it has considered a written report from the Officer.
- (5) Where the Officer acting under Contract Procedure Rules 13 or 29 accepts a tender in the circumstances described in paragraph (4) of this Contract Procedure Rule, the Officer shall advise the Monitoring Officer of the proposed course of action and forthwith record in writing the reasons for so doing and such record shall be available for inspection.

29. Standstill Period on EC Procurement Award Decisions

- (1) There is a requirement for a "standstill" period between the notification of an award decision in a public procurement covered by EC Directives and the conclusion of a contract with a supplier or suppliers.
- (2) For any Council procurements that are covered by the full regime of EC directives, a minimum of ten (10) calendar days mandatory standstill period is required between communication of the notification of award decision and contract conclusion, with day one (1) being the day after the award decision is issued, by fax or e-mail, and in writing to all tenderers. This rule does not apply to procurements where there is only one regular tender received.
- (3) The notification by the Council of the award decision, based on the most economically advantageous tender, should contain;
 - (a) the award criteria;
 - (b) the score the tenderer obtained against those award criteria;
 - (c) the score the winning tenderer obtained;
 - (d) the name of the winning tenderer.
- (4) The requirement to debrief in this manner highlights the need for a robust and fair evaluation matrix as well as a transparent and auditable evaluation process. Consequently officers will need to have all the elements of the debriefing process in place prior to the notification, as a rapid response is likely to be required to any request by an unsuccessful bidder. Officers should seek appropriate advice regarding any potential Freedom of Information Act implications prior to disclosing any details.
- (5) If an unsuccessful bidder requests further information by the end of the second working day of the standstill period, the Council must provide additional information as part of the debriefing process. The additional debriefing will include;
 - (a) the reasons why the tenderer was unsuccessful and;
 - (b) if the tenderer submitted an admissible tender, the characteristics and relative advantages of the successful tender

- (6) The Council is required to provide such additional information at least 3 working days before the end of the standstill period. This will require the Council to take into account the effect of UK public holidays. If a supplier misses the two working day deadline, the normal debriefing requirements which the directive indicates would apply (purchaser must debrief promptly and in any case 15 days from a written request).
- (7) If the Council enters into any arrangement with a third party in accordance with Contract Procedure Rule 9 (6) the Officer must ensure that the external party complies with this Contract Procedure Rule 29.

30. Contracts in Writing

- (1) With the exception of contracts entered into by the Council for another Authority pursuant to instructions given by the Principal, every contract which exceeds £50,000 in value shall be in writing and shall specify:
 - (a) the work, services and supplies, matters or things to be executed, furnished, had or done; and
 - (b) the price to be paid with a statement of discounts and other deductions; and
 - (c) the time or times within which the contract is to be performed.

Where the Officer is not required to enter a formal contract in writing the Officer shall be required to keep a written record of all the agreed terms and conditions relating to the work, services and supplies procured.

- (2) Every contract in writing shall be signed as a deed on behalf of the Council or sealed as a deed by the Council as follows:
 - (a) contracts up to a value of £100,000 shall be signed by the Proper Officer;
 - (b) contracts of a value in excess of £100,000 but not exceeding £500,000 shall at the discretion of the Proper Officer either be signed by the Officer and the Proper Officer or be sealed by the Council;
 - (c) contracts of a value in excess of £500,000 shall be sealed by the Council;
 - (d) contracts for the purchase and/or disposal of land and/or buildings where approval has been obtained by the Officer in accordance with the Council's Constitution will be signed by the Proper Officer notwithstanding any other provisions contained in these Contract Procedure Rules.
- (3) The Officer shall ensure that a copy of the completed contract documentation is provided to Legal Services for secure storage.

31. Register of Contracts

- (1) The Head of Resource Management shall maintain a register of all contracts entered into by the Council (including consultants) and shall specify from time to time exactly what details need to be provided by the Officer.
- (2) Each Executive Director and Head of Service shall ensure that details of every contract entered into by them or their service area (as appropriate) shall be provided to the Head of Resource Management for inclusion in the register

32. Matters of Urgency

- (1) Nothing in these Contract Procedure Rules shall preclude the operation of Council Procedure Rule 18 and Cabinet Procedure Rule 22 in relation to matters of urgency.

Colchester Borough Council

Land Disposals Procedure

INTRODUCTION

This procedure describes the Council's process for the disposal of land and its purpose is to make the Council's procedure transparent.

For the purposes of this procedure, a disposal of land means any freehold disposal, by sale or exchange, of Council owned land or buildings and any disposal by the granting of a lease for a period greater than 7 years. Leases of 7 years or less are not covered by this procedure.

Each land disposal will be treated on its own merits and nothing in this procedure will bind the Council to a particular course of action in respect of a land disposal. The Council's actions in disposing of land are subject to statutory provisions, in particular, to the overriding duty on the Council under section 123 of the Local Government Act 1972 to obtain the best consideration that can be reasonably obtained for the disposal of land. This duty is subject to exceptions contained in the ODPM Circular, Disposal of Land for less than best consideration - Local Government Act 1972: General Disposal Consent (England) 2003 "General Disposal Consent".

The Council will dispose of land in accordance with:

- Statutory provisions
- Procedures contained within the Council's Constitution

Land will not be disposed of at less than the best consideration that can be reasonably obtained, unless the transaction is covered by the exceptions contained within the General Disposal Consent.

LAND DISPOSAL TYPES

1.0 Disposal by Private Sale

1.1 A disposal by private sale may take place after a period during which the land is placed on the market including advertising and generally making known including signage that it is available for sale. Each bid will be assessed on the basis of the Council's responsibility to obtain the best consideration that can be reasonably obtained.

1.2 If land is to be sold by private sale without being marketed then reasons justifying this course of action must be recorded in writing.

A private sale without the land being marketed may be justified by way of example where:

- (a) the land to be disposed of is relatively small in size and an adjoining or closely located landowner is the only potential or likely purchaser; or

- (b) the nature of the Council's land ownership and that of the surrounding land ownership is such that the land must be sold to adjoining or surrounding landowners if best consideration is to be obtained; or
- (c) the Council's land is part of a larger area of land that is proposed for development, redevelopment or regeneration and the nature and complexity of the proposed development of the overall site is such that the Council's strategic objectives and best consideration can only be achieved by a sale to a purchaser with an existing interest in land in the area.

1.3 A legally binding agreement will not be reached until contracts for the lease or sale of land are signed and (if applicable) exchanged.

2.0 Disposal by public auction

2.1 Sale by public auction may be appropriate where there is no obvious potential purchaser and where speed and the best consideration can be obtained by auction.

2.2 Any decision to proceed by way of public auction must be recorded in writing and the record shall include the reasons justifying a sale by public auction, reserve price (if any) and authorise an officer to attend and act on behalf of the Council.

2.3 The binding contract will be made on the acceptance of the highest bid providing it has reached the reserve price. Contracts for the sale or lease will immediately be signed and exchanged.

3.0 Disposal by formal tender

3.1 A sale by formal tender may be appropriate where the land ownership is not complex and the Council is seeking obligations to be placed on the successful tenderer which are clear and capable of specification in advance.

3.2 Formal tenders will not be appropriate where the land ownership position is complex or the development proposals for the land are insufficiently identified or otherwise incapable of detailed specification at the pre-tender stage.

3.3 Any decision to proceed by way of informal tender must be made in writing and include the reasons justifying a sale by informal tender. The Council's rules for tender offers contained in the Contract Procedure Rules will be followed. Any exceptions to the usual tendering process must be authorised by the Monitoring Officer (as defined in the Council's Constitution).

3.4 The nature of a formal tender process is that a legally binding relationship is formed when the Council accepts a tender in writing. It is essential therefore that every aspect of the disposal is specified in the tender documents

3.5 Sale of land by formal tender will require a detailed specification to be prepared. This will specify the land being sold, any requirements to be met by the tenderer and any obligations that must be met.

- 3.6 The Council will place a public advertisement seeking expressions of interest and publicise the selection criteria by which it will assess tenders. Those individuals selected will then be invited to submit their tender bids.

4.0 Disposal by exchange of land

- 4.1 Disposal by exchange of land will be appropriate when it is advantageous to the Council and other parties to exchange land in their ownerships and will achieve best consideration for the Council.
- 4.2 Any decision to proceed by way of exchange must be made in writing and include the reasons justifying the manner of disposal.
- 4.3 The exchange will usually be equal in value. However, an inequality in land value may be compensated for by other means where appropriate and with the agreement of the relevant Head of Service. This will be determined by means of an independent valuation.

5.0 Disposal by informal/negotiated tender

- 5.1 A disposal by informal/negotiated tender differs from a formal tender in that neither the Council nor the successful bidder is legally obliged to enter into a contract for the disposal of land. The informal/negotiated tender process allows the Council to identify one preferred bidder with whom it may then negotiate further detailed terms or proposals for the development of the land concerned.
- 5.2 The Council will use a public advertisement to request informal development proposals for land that meet a given specification. This process is particularly useful for large or complex development or regeneration sites requiring development and where the proposals may need to be developed in co-operation with the preferred bidder to meet the Council's strategic objectives and to achieve the best consideration that can be reasonably obtained.
- 5.3 Any decision to proceed by way of informal/negotiated tender must be made in accordance with paragraph 3.3 of this Procedure.

6.0 Receipt and Opening of tenders

- 6.1 Formal and informal tenders must be submitted in accordance with Contract Procedure Rule 24.
- 6.2 Opening of formal and informal tenders must comply with Contract Procedure Rule 26.

7.0 Late bids and other considerations

- 7.1 In the context of the methods of land disposal dealt with in this document, a late bid may occur:-
- (a) in the case of a private sale, after a sale or lease has been agreed, but before contracts are signed or (if applicable) exchanged; or

- (b) in the case of a public auction, after the auction has been closed, but the reserved price not having been met; or
- (c) in the case of a formal tender, after the closing date for tenders, but before opening of the tenders; or
- (d) in the case of disposal by exchange after a sale or lease has been agreed, but before exchange of contracts; or
- (e) in the case of an informal/negotiated tender, after receipt of bids, but before contracts are signed or (if applicable) exchanged

7.2 Each "late bid" will be considered in the context of the individual circumstances at the time. This may include commercial reasons. The Council's approach to "late bids" will vary depending upon the method of land disposal used. In each case, its overriding duty will be to obtain best consideration that it can reasonably obtain (subject to any exceptions in the General Disposal Consent). The Council's approach to late bids is as follows:

- (a) The Council discourages the submission of late bids in all cases when it is disposing of land. It will attempt to minimise problems by aiming for early exchange of contracts.
- (b) Where land is being disposed of by way of formal tender, bids received after the deadline for receipt of tenders will only be considered prior to the opening of tenders.
- (c) Late bids cannot be considered where land is being disposed of by public auction after a successful bid has been accepted.
- (d) Except as provided in paragraphs (b) and (c) above, until the Council has entered a legally binding contract or agreement with another person it will consider late bids unless there are good commercial reasons for not doing so. This should be explained to any purchaser when a disposal of land by private sale or negotiated/informal tender is agreed.
- (e) Consideration of a late bid does not mean that it will necessarily be accepted even if it is the highest bid. The Council will take into account the likelihood of the late bid proceeding to completion in a timely manner and the possibility of late bids being used as a spoiling or delaying tactic.
- (f) Subject to the above, the Council may, in appropriate circumstances ask both the late bidder and the person to whom the land was previously to have been sold and / or the otherwise highest bidder, to submit their last and final bids in a sealed envelope by a set deadline.
- (g) A decision on whether to accept a late bid for a private sale, informal tender or by exchange will to be made either by Cabinet or in accordance with the Schemes of Delegation to Cabinet Members or Officers (as appropriate).

8.0 General Disposal Consent

- 8.1 The General Disposal Consent makes provision for the Council to dispose of land at less than full market value, known as an “under-value”. Specified circumstances must apply as follows:-
- (a) The Council considers that the purpose for which the land is to be disposed of is likely to contribute to the promotion or improvement of the economic, social or environmental wellbeing of the whole or parts of its area, or any person resident or present in its area.
 - (b) The difference between the unrestricted or market value of the land to be disposed of and the consideration for the disposal does not exceed £2 million.
- 8.2 The Council must still comply with its duty to obtain best consideration for the restricted value and comply with normal and prudent commercial practices including obtaining the view of a professionally qualified valuer as to the likely amount of any under-value.

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Cabinet, 28 January 2009	Mr Heaton	Support for local band	Written response sent by the Leader of the Council on 5 February 2009	5 February 2009
Cabinet, 28 January 2009	Paula Whitney	The benefits of separated kerbside collection and the Strategic Plan	Written response sent by the Leader of the Council on 3 February 2009	3 February 2009
Cabinet, 28 January 2009	Peter Lynn	Air Quality and the Sustainable Communities Act	Verbal response provided at the meeting by the Leader of the Council and the Portfolio Holder for Planning and Regeneration. Written response sent by the Portfolio Holder for Street and Waste Services on 6 February 2009.	6 February 2009

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Cabinet, 28 January 2009	Hilary Ower	Impact of the loss of the Arts Development Officer post	Verbal response provided at the meeting by the Portfolio Holder for Culture, Tourism and Diversity.	28 January 2009
Cabinet, 28 January 2009	Lawrence Walker	Impact of the loss of the Arts Development Officer post	Verbal response provided at the meeting by the Portfolio Holder for Culture, Tourism and Diversity.	28 January 2009
Cabinet, 28 January 2009	Dee Evans	Funding for firstsite, Arts Centre and Mercury Theatre	Verbal response provided at the meeting by the Portfolio Holder for Culture, Tourism and Diversity and written response sent by the Leader of the Council on 5 February 2009	5 February 2009
Council, 18 February 2009	Brian Jarvis	Visual Arts Facility	Verbal response provided at the meeting by Portfolio Holder for Communication and Customers and written response sent by Portfolio Holder for Communication and Customers on 4 March 2009.	4 March 2009

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Council, 18 February 2009	Nick Chilvers	Funding for Shopmobility	Verbal response provided at the meeting by Portfolio Holder for Performance and Partnerships and written response sent by the Portfolio Holder for Performance and Partnerships on 5 March 2009.	5 March 2009
Council, 18 February 2009	Richard Belcham	Funding for the Colne Riverside project	Verbal response provided at the meeting by Portfolio Holder for Resources and Business and written response sent by Portfolio Holder for Resources and Business on 4 March 2009	4 March 2009
Council, 18 February 2009	Andy Hamilton	Recent performance of Colchester Borough Council and Essex County Council	Written response sent by the Deputy Leader of the Council and Portfolio Holder for Communication and Customers on 3 March 2009	3 March 2009
Council, 18 February 2009	Bob Russell MP	Essex County Council's decision on secondary education in Colchester	Written response sent by the Deputy Leader of the Council and Portfolio Holder for Communication and Customers on 4 March 2009	4 March 2009

Date of Meeting	Details of Member of the Public	Subject Matter	Form of Response	Date Completed
Council, 18 February 2009	Anthony Roberts	Funding for firstsite, Arts Centre and Mercury Theatre	Verbal response provided at the meeting by Portfolio Holder for Culture, Tourism and Diversity and written response sent by the Portfolio Holder for Communication and Customers on 5 March 2009	5 March 2009
Council, 18 February 2009	Mr Duggan	Racial harassment	Verbal response provided at the meeting and follow up action taken by Portfolio Holder for Neighbourhoods	26 February 2009
Council, 18 February 2009	Paula Whitney	Waste issues	Written response sent by the Deputy Leader of the Council and Portfolio Holder for Communication and Customers on 3 March 2009	3 March 2009

